



Southern First Nations Network of Care



Southern First Nations
Network of Care

Annual Report

2017-2018

southernnetwork.org

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**Animikii Ozoson
Child and Family
Services**

Ontario First Nations members residing in Winnipeg and other families as assigned by the Southern First Nations Network of Care



**Anishinaabe
Child and Family
Services**

Dauphin River
Pinaymootang
Lake Manitoba
Lake St. Martin
Little Saskatchewan



**All Nations Child
Coordinated
Response Network**

Winnipeg
Headingley
East St. Paul
West St. Paul



**Dakota Ojibway
Child and Family
Services**

Birdtail Sioux
Canupawakpa
Long Plain
Roseau River
Sioux Valley
Swan Lake
Dakota Plains
Dakota Tipi



**Intertribal Child
and Family
Services**

Fisher River
Kinonjeoshtegon

Our Agencies



Peguis Child and Family Services
Peguis First Nation



Sandy Bay Ojibway Child and Family Services
Sandy Bay Ojibway First Nation



Sagkeeng Child and Family Services
Sagkeeng First Nation



Southeast Child and Family Services
Berens River
Bloodvein
Brokenhead
Buffalo Point
Hollow Water
Black River
Little Grand Rapids
Pauingassi
Poplar River



West Region Child and Family Services
Ebb & Flow
Gambler
Keeseekoowenin
O-Chi-Chak-Ko-Sipi
Pine Creek
Rolling River
Skownan
Tootinaowaziibeeng
Waywayseecappo

Message *from* Grand Chief Jerry D Southern Chiefs' Organization

Aaniin, Tansi, Wash'tay, Hello.

As Grand Chief, I want to acknowledge the Southern First Nation Network of Care's Board of Directors, their CEO Tara Petti and the staff at SFNNC for the important and significant work that they are doing. There is nothing more important than the future of our families' safety and well-being than keeping our families and communities together.

The Southern Chiefs' Organization (SCO) had commenced the Leadership and Responsibility of Southern First Nation Network of Care (SFNNC) from the Assembly of Manitoba Chief's (AMC) which came into effect on January 28, 2009 through a Certified Resolution process (JAN-09.23). On November 8, 2015, SCO became the official designated organization to identify and appoint board members to the Southern First Nation Network of Care and Section, as a result, section 6(3) of the Manitoba Child and Family Services Authorities Act had been amended to assert that "The board of directors of the Southern Authority is to be appointed by the Southern Chiefs' Organization Inc."

Daniels,

I encourage the SFNNC and their mandated CFS agencies to continue to strengthen the relationship with the First Nation leadership in the communities to identify issues and barriers to advance the quality of life of our citizens. The SCO will continue to offer support and advocacy for SFNNC to ensure effective and successful outcomes throughout the region. Pre-apprehension supports and funding for wraparound family supports are critical in charting a new path. We must continue to support one another in these efforts for our families as we work to identify and support innovative techniques and strategies that keep our children in their communities and to bring those not in the communities back home.

In pursuit of balance,

Ogema-Ma Kwa,

Jerry Daniels

Grand Chief



Board of Directors



Board Chair *Allan Courchene*

Allan Courchene is a member of the Sagkeeng First Nation. He and his wife have ten grandchildren. Over the last 25 years Allan has worked as a teacher, principal, university professor, policy analyst and coach, and in each of these roles he has been an advocate for youth with personal issues.



Vice Chair *David Rundle*

Dave Rundle and his family are members of the Ebb & Flow First Nation. He has been married for 47 years to his wife, Delphine, and they have three children and four grandchildren. Before his retirement Dave had worked for First Nations for 45 years in various capacities.



Treasurer *Steve Courchene*

Steve Courchene is a member of the Sagkeeng First Nation. He and his wife, Susan, have four children and three grandchildren, one of whom they are raising as her primary guardians. Steve was instrumental in developing the first Aboriginal-owned and operated centre for Aboriginal youth in Canada.



Secretary *Clairissa Kelly*

Clairissa Kelly (Walking Buffalo Woman of the Bear Clan) comes from Peguis First Nation. As a child, Clairissa and her seven siblings spent a brief amount of time in the care of Child and Family Services and she brings that personal perspective to the board. In addition to her personal experiences with the child welfare system, Clairissa is also an emerging First Nations Educator.

Board Member *Glen Cochrane*



Glen Cochrane is currently the senior pastor of The Peguis Church and has been in the pastoral ministry for the past 27 years. He works closely with families dealing with issues, who are working towards a healthier life. Glen is married to his wife Verla of 36 years and is the father of one child and grandfather of two amazing boys. They have altered his view of children in so many positive ways. Glen is a former band councillor, who represented Peguis First Nation for 3 terms. He brings with him extensive knowledge and expertise in politics including areas affecting CFS.

Board Member *Joni Wilson*



Joni Wilson is a member of Peguis First Nation and is a proud mom to a son, daughter and stepdaughter. In her personal time, Joni is an active volunteer, advocate and spokesperson for numerous child-health charities, having a child of her own with complex medical conditions. Joni is currently an employee of the Southern Chiefs' Organization in the area of Health and joined the Southern Network Board in December 2016. She is honored to contribute to the efforts of the Board, and greatly enjoys having the opportunity to build meaningful relationships with the Southern Network staff, agencies and communities. She looks forward to continuing the work ahead with the rest of the team.

Board Member *Loretta Ross*



Loretta Ross is a member of Hollow Water First Nation in Manitoba, a lawyer for more than 20 years and a former member of the Manitoba Human Rights Board of Commissioners. She has been the Treasurer and Chairperson of the Finance and Audit Committee since June 20, 2016.

Ex-Officio Member

Chief Lance Roulette



Lance Roulette is from the Sandy Bay Ojibway First Nation, Band number 283. He is a graduate from Yellowquill College with a diploma in First Nation Governance. He and his wife, Janice, have three children.



Message *from the*

Aniin, Tansi, Boozho,

The Southern First Nations Network of Care is an agency of “TRUST”. As author, Frank Herbert

stated, “Good governance never depends upon laws, but upon the personal qualities of those who govern. The machinery of government is always subordinate to the will of those who administer that machinery. The most important element of government, therefore, is the method of choosing leaders.”



Board Chair

The Southern Network continues to be accountable and further protect the interests of our member Agencies and the children we serve. I believe that good governance is not merely a legal requirement; it is the right thing to do for all the communities we serve.

We value the opinions, comments and suggestions of all organizations and we welcome requests for any information you may require. It is with honour that I serve as the Southern Network Board Chair.

Miigwetch, Thank you!

Allan Courchene
Chair, Board of Directors

Message *from the* CEO



Greetings,

This past year has had progress, challenges, and change! Our work continues to be driven by the children we serve, and establishing the resources needed to provide our First Nations with quality child and family services.

We are proud to continue working alongside our partners, the federal and provincial governments, Southern First Nations leadership, and our 10 member Agencies. Over the past year, there has been a genuine focus to incorporate cultural practices into the work that is done on a daily basis. Some of the key highlights are:

- The Southern Network has established a Cultural Administration Specialist position, which is responsible for overseeing our Elder's Council and Cultural Committee, in addition to working with Anishinaabe Child and Family Services to lift the Administration Order.
- Our Alternative Care & Resource Development team launched a Customary Care Initiative in consultation with Southern First Nation Communities.
- A Youth Council has been established called 'Braids of Life.'
- Ground work for a new initiative called, 'Restoring the Sacred Bond' has started which will provide Indigenous Doula services to young mothers.
- We launched a new and improved website in the fall of 2017 which has an option to 'ask kookoonaan' a question.



Patricia Halaburda, Executive Assistant (on leave)



Cheryl McTavish, Executive Assistant

Other areas of development continue with the Southern Network Board of Directors and the Southern Chiefs' Organization (SCO). Our Board has started working in partnership with SCO towards a Good Governance Conference which will bring together Agency Board of Directors,

Agency Leaders, Southern First Nations Leadership, Elder and Youth Councils, and the Southern Network to share best practices, build relationships and stronger communities. This approach will assist in developing a unified approach for governance as we move forward.

“ *This past year marks the start of many reform activities at the provincial and federal levels for CFS. We have participated in opportunities to provide feedback, input and to facilitate arenas for these important discussions to happen. We look forward to changes that are needed in the system. Our vision is to see our children and families strengthened and grounded in Mino Pimadziwin – “Our Way of Life” - and continue to take steps in this direction where families are restored.*

So, with every end there is another beginning. We once again embark on yet another fork in our journey and we believe we are paving the way forward. Our way is driven by Mino Pimadziwin. That spirit governs us and lights our way forward. It guides us, and gives us the strength and courage to move forward in a good way for the sake of our children, our families and those yet unborn.

In closing, I'd like to thank the staff of the Southern Network for another year of hard work which you will see as you read through our report! The team here has exceptional skills and they work hard on a daily basis to ensure the issues that are important to our stakeholders are captured.

”

Ekosi, Miigwetch, Wopida Tanka
Tara L. Petti
CEO, Southern Network



Living in the age of the “screen culture”, which these days comes at us in the form of the cell phone, computer or iPad, is becoming more and more of an issue for young people these days.

“It’s an addiction,” says, 22 year old Ashley Daniels, who is the newly elected Youth Chief of the Southern Chiefs Organization. “Our youth are always on it. Technology for us is hardcore.”

But acknowledging the screen culture as an addiction comes as a welcome challenge to this newly elected Youth Chief who represents the concerns of youth from all of the 36 southern First Nations of SCO. “But today in the face of this powerful technology we need to find the youth voice.”



Looking *through a* Young Lens

Ashley, who is also an aspiring Medical Student, knows those mesmerizing screens are where youth do their research and get their information. So rather than being set in our ways she believes allowing youth with their cell phones and screens into the equation can help move the youth agenda forward.

“We need to customize it so it works for all of us. If I don’t understand some terminology I research it on my phone or text my friends. It brings the phone into the equation.”

These are just some of the newly acquired skills she also plans to bring to the table as the newly appointed Youth Chief of the Southern Network Board of Directors. “I didn’t know about Customary Care or Subsidized Guardianship. So with an open mind I researched it.”

From a youth perspective she plans to bring that information back to SCO youth meetings, to their social media accounts and then eventually back to the Chiefs Summit for more discussion. “It’s important to keep an open mind. Eventually I’m going to use all of those brains coming together and then this is what I’ll say on their behalf.”

Ashley’s message is clearly driven by a youth perspective which got her elected in the first place. “We need to start listening to our youth and reach out to them on their terms.”

Truly wise insight, from a young Chief, who plans to pursue a political career after she completes medical school.

(Ashley Daniels has just been appointed to the Southern Network Board of Directors in 2018.)

Board of Directors

Elders Council

Cheryl McTavish

Executive Assistant
Patricia Halaburda
(on leave)

Tara Petti

Chief of Executive Officer

Braids of Life Youth Council

Janine Lafreniere-Vicente

Director of Alternative Care & Resource Development

Marcia Liske

Director of Quality Assurance (Vision Keepers) and Education & Training

Jolene Cameron

Director of Service

Kent Brown

Director of Human Resources & Corporate Training

Lori Lavallee

Chief Information Officer

Customary Care Specialist
Corinne Sylvestre

Emergency Resource Worker
Amy Marcil-Dallaire

Alternative Care Resource Specialist
Robert Sarmiento

Policy Analyst
Colin Kinsella

Administrative Assistant
Darlene Ahmo

Quality Assurance Specialist
Kim Hotomani
(on secondment)

Quality Assurance Specialist
Whitney Moore

Quality Assurance Specialist
Kelly Wozney

Quality Assurance Specialist
Lisa Medd
(on leave)

Education & Training Coordinator
Kayla Guiboche

Sherees Carpenter

A / Supervisor - Service Support

Service Support Specialist
Felicia Johnston

Service Support Specialist
Shauna Natrasony

Service Support Specialist
Sandra Hrycaiko

Service Support Specialist
Alyssa Monkman
(term)

FASD Specialist
Marsi Rock

Administrative Assistant
Dara Ahmo

Human Resources Assistant / FIPPA Coordinator
Cindy Myran

Information Technology Supervisor
Cheryl Devenny

Network Administrator
Vlastimir Drakul

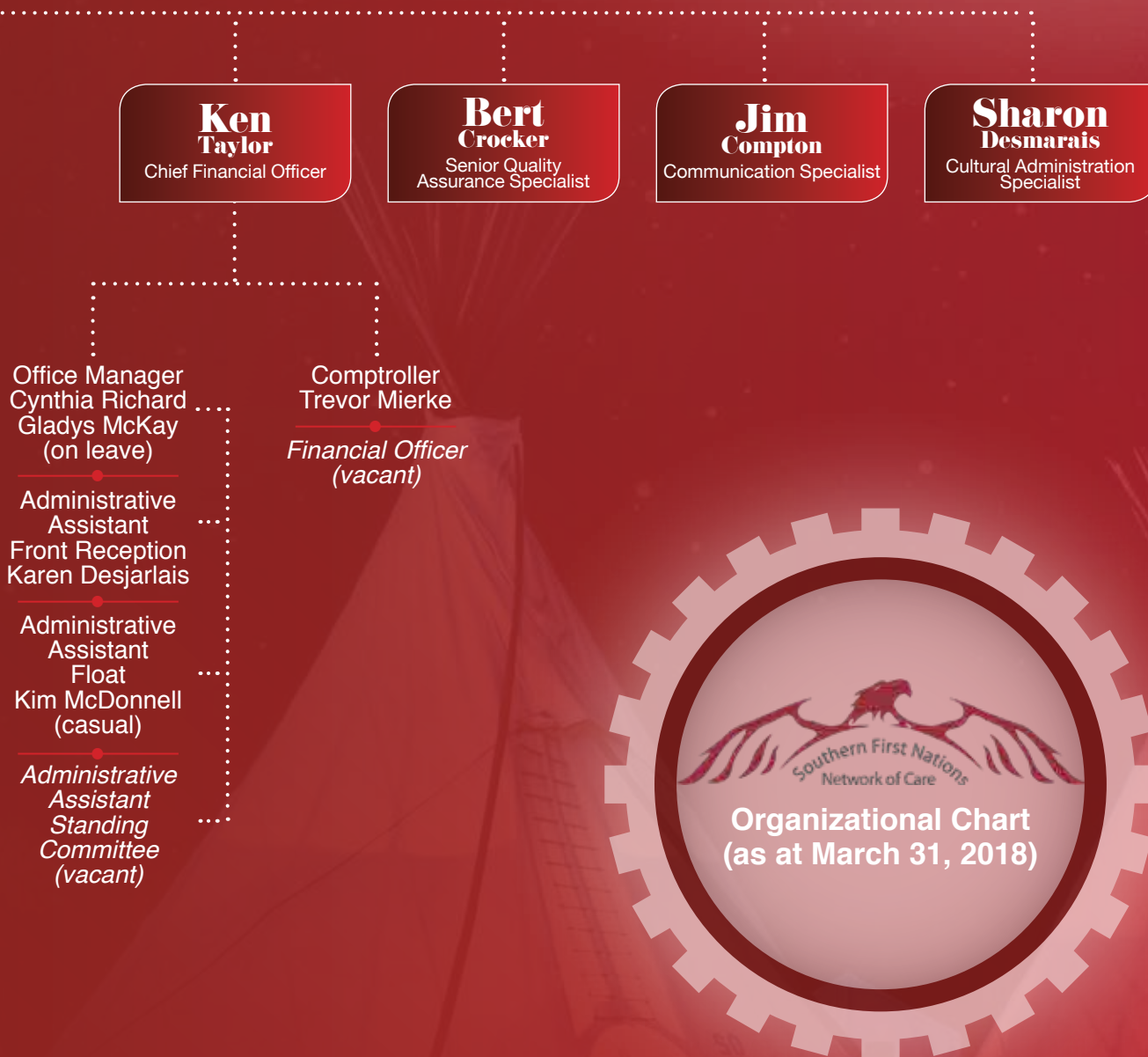
Network Administrator
Dave Cawson

Network Administrator
Paul Garcia

Desktop Support Technician / VoIP Administrator
David Kiddell

Desktop Support Technician
Matthew Cawson

Organizational Chart



Organizational Chart
(as at March 31, 2018)

Our History

“ This legislation is unprecedented in Canada and means culturally appropriate services can now be provided for children and families in Manitoba, which was a key recommendation of the Aboriginal Justice Inquiry (AJI). ”

The Honourable Christine Melnick, Minister of Family Services and Housing (2003)

“ The Assembly of Manitoba Chiefs acknowledges the good will shown by our partners in restoring the right for First Nations in caring for and protecting our children. The injustices created by the ‘60s scoop’ are now finally being addressed through the success of the Aboriginal Justice Inquiry - Child Welfare Initiative. ”

Grand Chief Dennis White Bird, Assembly of Manitoba Chiefs (2003)

These are the words that created and moved the Southern First Nations Network of Care (Southern Network) into being and forward at the turn of the century. It is a historic agreement that all agreed would address the serious problems in the child and family services system in Manitoba and move recommendations forward for a major restructuring of the system.

It is a child and family services system that recognizes and supports the rights of children to develop within safe and healthy families and communities, and recognizes that First Nations and Metis peoples have unique authority, rights and responsibilities to honour and care for their children.

The road to get there began with a jointly coordinated child and family services system that recognizes the distinct rights and authority of First Nations and Metis peoples and the general population to control and deliver their own child and family services province-wide; that is community-based; and reflects and incorporates the cultures of First Nations, Metis and the general population respectively.

The Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI) was launched in 2000 by the Manitoba government in partnership with First Nations and Metis leaders, in response to the Aboriginal Justice Inquiry Report (1991). The Report documented many serious problems in the child and family services system in Manitoba and recommended a major restructuring.

In 2003, by proclamation of The Child and Family Services Authorities Act, four new Child and Family Services Authorities, which included the First Nations of Southern Manitoba Child and Family Services Authority (Southern First Nations Network of Care) were established. Through the AJI-CWI, the child and family services system has been restructured with the intent to better respond to and meet the needs of Indigenous peoples in Manitoba.

A unique feature of the restructured child and family services system in Manitoba is the Authority Determination Process (ADP). The ADP involves a series of questions and is used by agency workers to identify which of the Child and Family Services Authorities will manage the delivery of services to children and families. Through the ADP, the culturally appropriate Child and Family Services

Authority is determined based on a family's cultural identification.

The ADP is based on the following values:

- All families are entitled to choose their Authority of Service regardless of where they reside in Manitoba
- Service arrangements should be culturally appropriate, stable and timely
- Children, families and communities belong together
- Decisions will be in the best interests of children

The Southern Network is responsible for administering and providing for the delivery of child and family services to members of 36 First Nations in Southern Manitoba (and others who choose the Southern Network) through our 10 member Agencies.

- Animikii Ozoson Child and Family Services
- Anishinaabe Child and Family Services
- Child and Family All Nations Coordinated Response Network
- Dakota Ojibway Child and Family Services
- Intertribal Child and Family Services
- Peguis Child and Family Services
- Sagkeeng Child and Family Services
- Sandy Bay Child and Family Services
- Southeast Child and Family Services
- West Region Child and Family Services

The delivery of our new system is driven by and guided by long established values and the need to develop new ones.

In all, there are 12 guiding principles:

- To protect children and ensure their well-being;
- To build family capacity, based on the belief that children are best protected in their families;
- To build community capacity, based on the belief that healthy communities will support families and maintain safe and healthy environments for children;
- To provide services that support families at risk and that seek to work with families in protecting children;
- To take a holistic approach toward child protection;
- To establish a service delivery system that is primarily non-adversarial in its approach;
- To provide services that are responsive to unique community needs;
- To develop and deliver services from a community-based perspective;
- To provide culturally appropriate services;
- To establish services throughout the province that strives to provide for parity of access to services regardless of residence, to the greatest extent possible;
- To develop a child and family service system that is built on a best practices approach; and
- To work with children, families and communities, and develop and deliver appropriate services, using a model(s) that focus on the strengths of families and communities.

In the spirit of this promise we move forward

Governance

Vision Statement:

First Nations children, families, and communities will be healthy, strong, empowered and enjoy an enhanced quality of life.

Mission Statement:

In partnership with its Child and Family Services (CFS) agencies, the Southern First Nations Network of Care makes a difference in the quality of life of all children and youth by ensuring their protection through the provision of safe homes with responsible caregivers, promoting the wellness of families and strengthening of First Nations peoples and communities. Services and resources will align with community needs; and activities will be more focused on prevention than crisis management. It will serve as a model of successful self-governance that will inspire similar levels of professionalism, compassion and effectiveness among all CFS agencies.

Mandate:

The Southern First Nations Network of Care receives its mandate from the First Nations in southern Manitoba and from the provincial Child and Family Services Authorities Act (CFSAA). The Southern First Nations Network of Care, along with the other three CFS Authorities, is responsible for the establishment and management of a province-wide service delivery system. This includes ensuring that services are delivered to southern First Nation citizens throughout the province, as well as people who chose the Southern First Nations Network of Care.



Cultural Administration Specialist



Sharon Desmarais

Boozho, Aniin, Sharon Desmarais dizhnikaaz. Sandy Bay doonji. I have to say I'm proud to be from a community that has been able to keep their

language alive and strong and to have the

old teachings and ceremonies passed down to the next generation. This has had a direct influence in how I walk in my life today. I greatly appreciated the teachings this past year has brought. I have had many great opportunities in my role as the Cultural Administration Specialist. We each have so much to offer and to learn from each other.

Cultural Committee

The Southern Network Cultural Committee was established in 2013 to educate and train staff so they have an awareness and understanding of Indigenous culture. In addition, the Committee is responsible for planning and coordinating staff team building activities. A work plan is developed annually, in consultation with the Southern Network Elders Council, which is inclusive of First Nations values and teachings. We recognize the different beliefs and values in our communities and do our best to be inclusive. Our goal is to ensure that we are all culturally sensitive to our children and family's needs for best practice and service delivery. We look forward to learning and developing as we venture forward with our member Agencies in better serving the needs of our communities.

This past year, the Cultural Committee had a lot of fun exploring the many different ways we can

incorporate culture into our everyday activities and functions. The Cultural Committee meets once a month for planning purposes and to ensure we are inclusive of the many different teachings from our communities. Last August, we had the opportunity to attend Peguis First Nation and pick some medicines and to listen to the teachings about sweetgrass and weekay. During the year, other activities included: seasonal sweat lodge ceremonies; smudging; pipe ceremonies; and sharing circles.

Elders Council

The Southern Network Elders Council is comprised of one or two representatives from each of our member Agencies. They are appointed by the Executive Director of their respective Agency and are defined by their community. The Elders Council serves as an advisory body to the Southern Network and our member Agencies to facilitate the current development of programming and provide direction and guidance over all culturally sensitive discussions.

The Elders Council is comprised of:

- Nelson Tanner
- Marlene Edwards
- Josie Bear
- Clarence White
- Denis Roulette
- Lillian Lynxleg
- Paul Guimond
- Linda Chisholm
- Debbie Courchene
- Bertha Sumner
- Kelly Smoke
- Charlie Nelson

The Elders Council performs a very valuable role for the Southern Network in keeping the culture of First Nations peoples strong,

especially in child welfare where many of our children have lost their cultural identity and roots. Our Elders have always taught us that everything we do now will have an effect on the next seven generations to come so we always need to be mindful of our actions.

The Elders Council assists with the current development of programming and provides direction and guidance over all culturally sensitive discussions. The Elders have developed brochures on teachings, such as the purification ceremony and the four medicines to assist in educating staff and families. As well, the Elders have offered different types of teachings in efforts to assist with educating and healing of our people. Many of the Southern Network initiatives are presented to the Elders Council for their blessing or for consultation.

The Elders Council meet quarterly and are guided by a terms of reference inclusive of the Seven Teachings. All of the Elders have met the requirements of a Criminal Records Check, Child Abuse Registry and Prior Contact Checks. Many of them are pipe carriers and have conducted ceremonies for the Southern Network, including: sharing circles; drum songs; ceremonies for our Annual General Meeting; blessing of provincial initiatives; Solstice and Equinox ceremonies; Open House; and blessing and cleansing of the office.

Our Elders commit to:

- Utilizing and promoting the Seven Teachings as a guiding principle for discussions.
- Keeping the well-being of families and community members at the centre of all discussion.
- Assisting staff, families, youth, and community members to the best of their abilities.
- Providing guidance and direction to the Southern Network. We accept our duties to assist our Nations in the best possible way. It is understood that the Elders are a vital component to the survival of our culture and traditions.
- Ensuring balance by including representation of both men and women on the council. Protocols, behaviours, morals, teachings and values regarding ceremonies will be upheld at all times in respect and honour for our ancestors' teachings and way of life.

- Respecting all Indigenous culture and spirituality and shall be in accordance with the Canadian Charter of Rights and Freedoms as well as the United Nations Declaration of Rights on Indigenous Peoples.
- Providing the Southern Network with guidance and direction for culturally appropriate programming.

The Elders Council are very fluent in their original languages which is well promoted in the meetings and meeting discussions. The teachings and goals of each group are shared between the Cultural Committee, the Braids of Life Youth Committee, and the Elders Council for transparency and collaboration. The Elders Council has sanctioned a Land Based Teachings Module which will act as a resource guide to both the Southern Network and our member agencies. Teachings and protocols are gathered from each of the agencies to implement in the Module to ensure all communities of our First Nations culture are acknowledged and respected.

In the summer of 2017, we were blessed by one of our Elders, Charlie Nelson, a representative of the Dakota Ojibway Child and Family Services Agency, who shared his water drum ceremony to welcome in the season. As well, he taught our youth and workers how to put up a teepee in record time; something that looks so easy but yet so complex. As always, we will continue to fundraise for special children and family events, as well as pow wows to ensure our children are always acknowledged and celebrated. In addition, we support the many staff and families who participate in annual Sun Dance ceremonies in our communities.

This year, we look forward to participating in and learning more about our community events and to experience their piece of culture and history. As First Nations peoples, and care givers, we have a responsibility to keep our culture alive and to ensure our children and families have as much exposure as possible to their traditions and customs.

Gitchi Miigwetch

Sharon Desmarais

Cultural Administration Specialist



Alternative Care *and* Resource Development

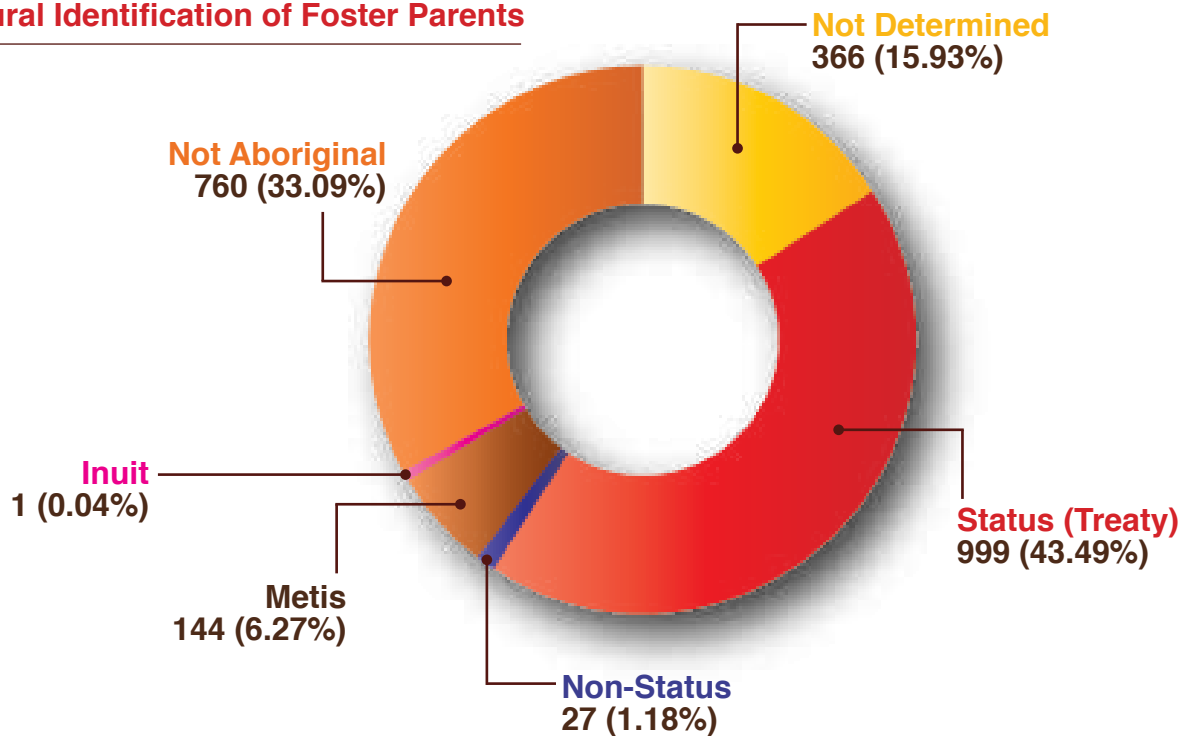
The Alternative Care and Resource Development Unit is responsible for assisting our member Agencies in planning, developing and implementing culturally appropriate resources to support children, families and communities. The major functions of the Unit are outlined below.

Collaborating with Agencies to Develop Alternative Care Options for Children and Youth

Kinship Care

Kinship care is based on a traditional connectedness between children, caregivers and community, and has long been a custom in First Nation communities. For the Southern Network, kinship care is defined as a family home that is approved to care for a specific child based on a family connection or significant relationship to the child, such as: blood ties; family ties; common ancestry; or community membership. The Southern Network continues to support our member Agencies in promoting kinship care.

Cultural Identification of Foster Parents



In 2017/18, the Southern Network member Agencies managed 2297 Foster Homes and Places of Safety. Of the 2297 Foster Homes and Places of Safety, 1171 (50.98%) of the foster parents identified as Indigenous (Treaty, Non-Treaty, Metis, and Inuit), 760 (33.09%) identified as not Aboriginal, and the remaining 366 (15.93%) did not indicate their cultural identification. In reporting these statistics, it was the primary caregiver's cultural identification that was counted.

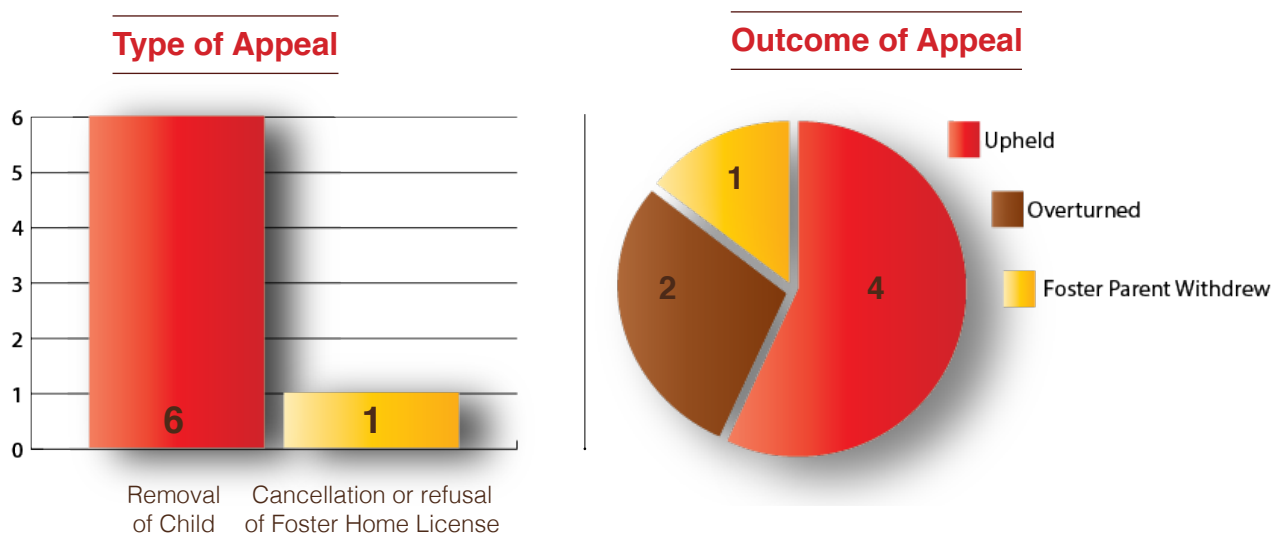
Agency Alternative Care Committee

The Agency Alternative Care Committee (AACC) is comprised of the Foster Care Managers/Coordinators of the 10 agencies mandated under the Southern Network. The purpose of the AACC is to develop a comprehensive continuum of care system and help to achieve permanency for children and youth requiring out-of-home care. To meet these major goals, the Committee strives to achieve the following objectives: enhance resource development; improve supports to the system; identify ways of achieving permanency; identify barriers to permanency; and develop programs that support permanency.

Processing Foster Parent Appeals and Agency Foster Home Variances

Foster Parent Reconsideration/Appeal

Under Section 51 of The Child and Family Services Act and within the parameters of the Foster Parent Appeals Regulation (185/2003), the Southern Network is responsible for reviewing and making a decision on all appeals regarding removals of children from foster homes, and refusal or cancellation of a foster home license.



In 2017/18, the Southern Network reviewed a total of 7 appeals. Of the 7 appeals, 1 was regarding the refusal or cancellation of a foster home license which was upheld by the Southern Network, and 6 were regarding the removal of a foster child from a foster home.

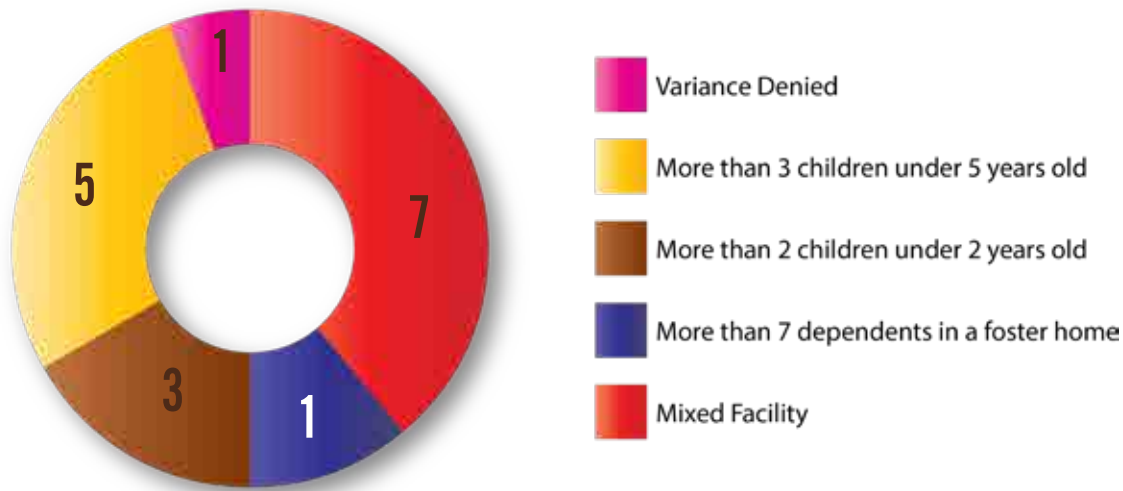
Of the six removal appeals, one was rescinded during the Southern Network's review of that appeal and no further action was taken. Of the remaining five removal appeals, the Southern Network upheld three of the Agency's decisions, and overturned two with recommendations to return the foster children to their placements. Of the three removal appeals that were upheld one went forward to the next level of the appeal process to an independent adjudicator who was appointed to review the Agency's decision to remove the foster child from the foster home; the independent adjudicator upheld the Southern Network's decision.

Variances

Under Sections 7 and 8 of the Foster Homes Licensing Regulation (18/99), the Southern Network is responsible for reviewing variance requests from our member Agencies. If approved, this allows a foster home to operate when there are: more than seven dependents in the home; or more than two children under two years old who reside in the home; or more than three children under five years old who reside in the home; or they are operating as a mixed facility and providing care for both dependent adults and foster children.

Alternative Care *and* Resource Development *continued ...*

Foster Home Variance Requests



In 2017/18, the Southern Network received a total of eighteen variance requests. Of these variance requests: seventeen were approved and one was not granted as the Agency requested a variance to have more than four unrelated children in care placed in a foster home, which is a variance request that the Southern Network does not have the mandate to approve.

Of the seventeen approved variances: three were for more than two children under two years old; five were for more than three children under five years old; two were for more than seven dependents in the foster home; and seven were for mixed facilities.

Assisting Agencies with Placement Resources for Children and Youth

Collaborative Authority Resource Team

The focus of CART (Collaborative Authority Resource Team), made up of one representative from each Authority, remains working collaboratively with agencies to locate long-term placements for children and youth placed within the EPR (Emergency Placement Resource) system. Efforts to enhance this relationship between the agencies, Authority and the EPR system resulted in new business rules for EPR coming into effect in January 2018.

CART activities include:

- Monitoring agency EPR usage
- Meeting weekly with EPR staff
- Meeting monthly with B&L and Ma Mawi Wi Chi Itata Resources to review placement plans

- Distributing EPR statistics monthly to agencies
- Meeting quarterly with agencies to review placement plans for youth in EPR
- Identifying children and youth to refer to Bringing Families Together

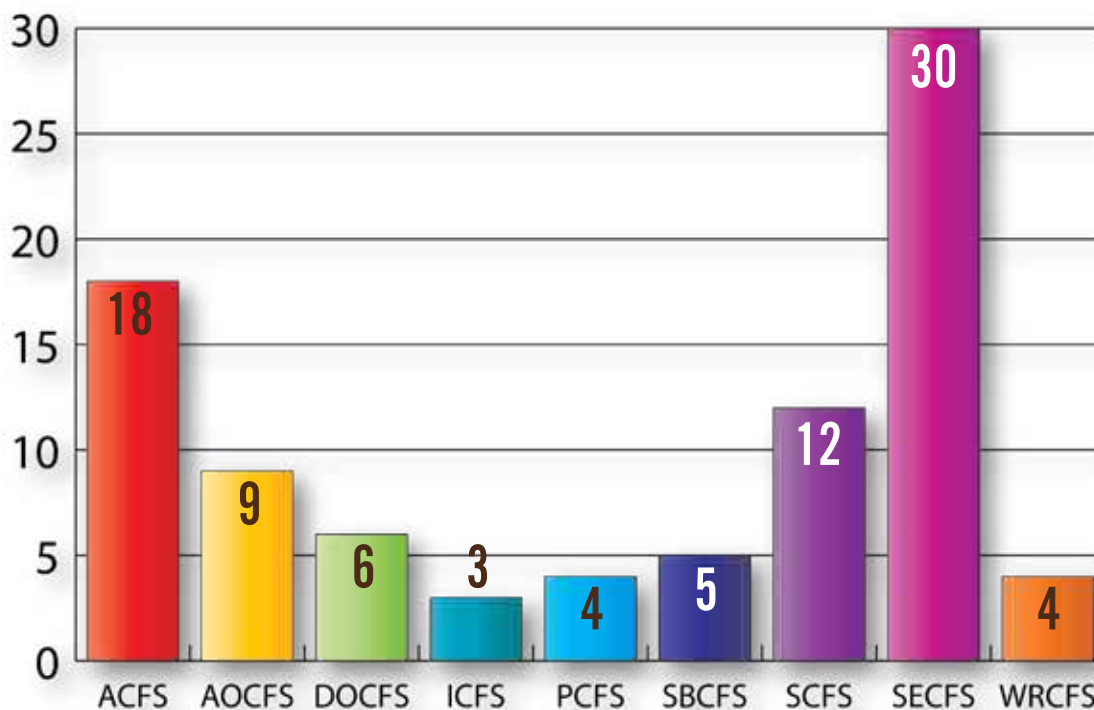
Provincial Placement Desk

In an effort to streamline and collaborate on the placement of children and youth to provincially approved level IV and V group and foster care resources, a new referral process for the Provincial Placement Desk (PPD) began in October 2017. Referrals for PPD are now sent directly to the Southern Network and we will:

- Screen all incoming PPD referrals and offer suggestions for alternative placement resources if required (i.e. direct referral resources)
- Attend weekly meetings between CART and the PPD to review resource vacancies and to track referrals
- Attend weekly PPD Panel meetings between CART, the CFSD and third party resources (Knowles, Project Neecheewam, MYS, Marymount etc.)
- Attend placement planning conferences as requested

In 2017/18, for the Southern Network member Agencies, the following statistics were reported regarding the PPD, including: the number of referrals by Agency; the referral type; the resource type; and the outcome.

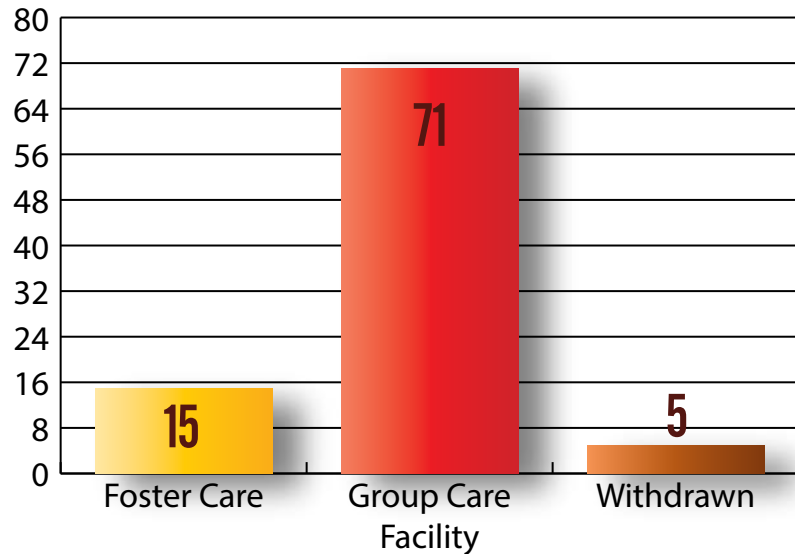
Referrals by Agency



A total of 91 referrals were received by the Agencies, with SECFS having the greatest (30) and ICFS the least (3).

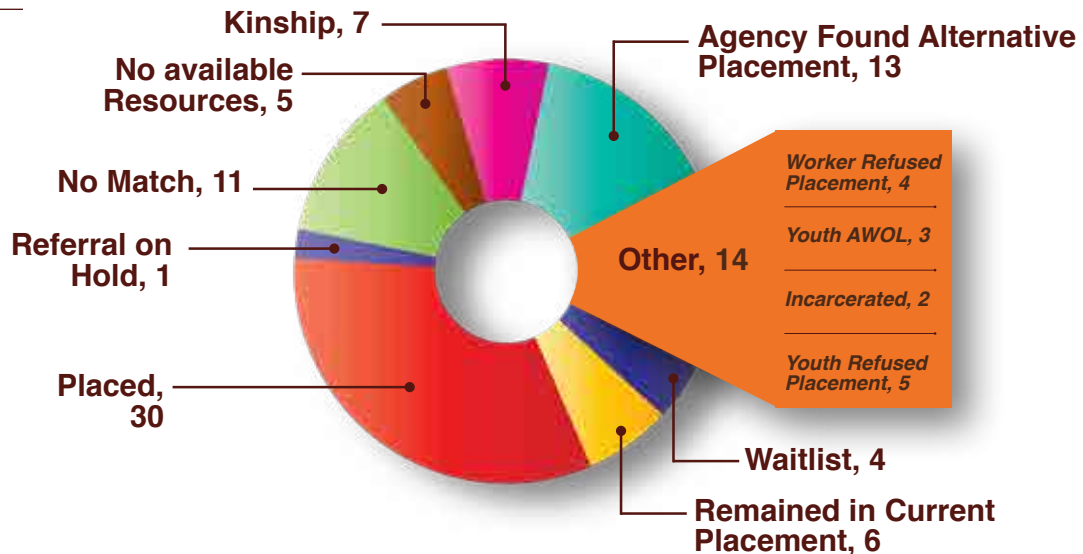
Alternative Care *and* Resource De

Referral Type



Of the 91 referrals, 71 were referred to a Group Care Facility, 15 were referred to Foster Care, and 5 were Withdrawn.

Outcomes



Of the 91 referrals: 30 resulted in a PPD Placement; 13 resulted in Agency Finding Alternative Placement; 11 resulted in No Appropriate Match being found; 7 resulted in Kinship Placement; 6 remained in Current Placement; 5 resulted in No Resource Available; 5 resulted in Youth Refusing Placement; 4 resulted in a Waitlist; 4 resulted in Worker Refusing Placement; 3 resulted in youth going AWOL before placement could occur; 2 resulted in youth being Incarcerated before placement could occur; and 1 referral was On Hold.

Development *continued ...*

Bringing Families Together

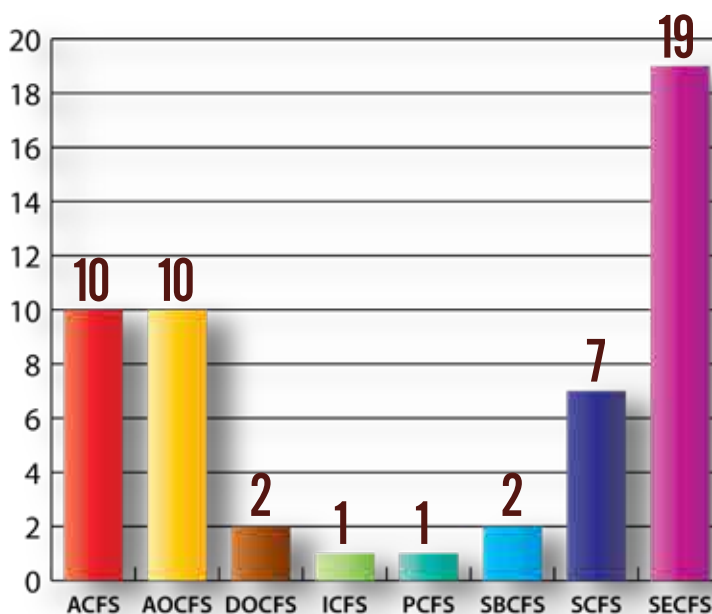
Launched in September 2016, Bringing Families Together is a two year pilot with the objective of increasing permanency opportunities for children in care. It is intended to explore additional ways that the Manitoba child and family services system can engage with children, families and communities to establish lifelong connections and create a strong sense of belonging for children in care.

Bringing Families Together recognizes that all children have a right to be connected to their family, community and culture and that these connections are vital to one's sense of belonging and identity. Using Kevin Campbell's Family Finding practice approach, the goal of this process is to restore the child's natural family and community support network and ensure these supports are life-long and are not dependent on long term child welfare service. Once this support network is in place, the network shares the decision making responsibility for the child's safety, permanency and well-being. For more information on the Family Finding model, visit the website at: www.familyfinding.org.

Bringing Families Together is a formal partnership between Until the Last Child, the four Child and Family Services Authorities, and the Province of Manitoba (Child and Family Services Division). The pilot will be coming to an end in September of 2018 with a final report to follow. The pilot has served 52 children in care with Southern Network Agencies over two years with a primary focus on serving sibling groups and other children in Winnipeg's emergency care system.

As of March 31, 2018, the following agencies have been working with Bringing Families Together.

Number of Children in Pilot



Resource Development

In 2017/2018, the Unit continued to provide resource development support to our member Agencies and other organizations. This included: participation on inter Authority committees and working groups related to enhancing resources within the CFS system; assisting to develop First Nations specific resources; consulting with our member Agencies on cases regarding resource and placement issues; collaborating with Agencies to develop new resources such as specialized foster homes and residential care facilities; and providing support with system-wide initiatives.

Alternative Care *and* Resource De

Supporting Agencies and Communities in Planning, Developing and Implementing Customary Care

In partnership with our member Agencies and communities, the Southern Network is committed to planning, developing and implementing Customary Care in Manitoba. For the Southern Network and our member Agencies, Customary Care means care provided in a way that recognizes and reflects the unique customs of a community. It preserves a child's cultural identity, respects the child's heritage, facilitates cross-generational connections, and recognizes the role of the community in raising their children. Historically, Customary Care is a tradition of care that is provided by family and community. The First Nation community establishes the practice of Customary Care and the role of the community in raising their children.

In 2016/17, the Southern Network Customary Care Specialist, in collaboration with four of our member Agencies, introduced the Customary Care Initiative in six First Nations in southern Manitoba through a community consultation process. These Agencies and communities include the following.

- Dakota Ojibway Child and Family Services
 - Roseau River First Nation
 - Dakota Plains First Nation
- Sandy Bay Child and Family Services
 - Sandy Bay First Nation
- Sagkeeng Child and Family Services
 - Sagkeeng First Nation
- West Region Child and Family Services
 - Ebb and Flow First Nation
 - Waywayseecappo First Nation

In 2017/18, the information collected through the consultation process was rolled up into a report outlining the progress of each of the Agencies and communities, including the potential structure or format that Customary Care may become.

In March 2018, Bill 18 called, Taking Care of Our Children, which includes amendments to The Child and Family Services Act was introduced and passed the first reading in the Legislative Assembly of Manitoba. It is anticipated the proposed legislation may come into effect by the summer of 2018.

Development *continued ...*

Our Team



Janine Lafreniere-Vicente



Amy Marcil-Dallaire



Robert Sarmiento



Darlene Ahmo



Colin Kinsella



Corinne Sylvestre

Communications



Jim Compton

“Southern First Nations Network of Care will be so successful in its mission that all children, families, and communities will be healthy, strong, empowered, and enjoy an enhanced quality of life. Services and resources will align with community needs; and activities will be more focused on prevention than crisis management. It will serve as a model of successful self-governance that will inspire similar levels of professionalism, compassion and effectiveness among all CFS agencies.” – Vision

The vision set out at the onset of the Southern Network is a strong one. It flies as high as the Eagle it represents. All will agree it is one worth achieving. It speaks to all circles of change, movements and leadership coming together for the future of our children. Our vision aligns with the ways of our people from one generation to the next. It is written in our DNA as Indigenous people...it is our custom. It is the driver of everything that we do or try to do. What we do here today will truly echo in eternity.

It embraces much needed change that will help the people and the children and undo generations of genocidal policy. It is a story that has a beginning and an end. Today we find ourselves somewhere in the middle. As an Elder once put it, “Let us put our minds together to see what future we can make for our children.”

Those wise words are driven by our customs, traditions and way of doing things. It humbly asks

us all, in all of our gatherings and conversations to find “a way forward.” Today, we know those changes are on the horizon because we are now putting them forward from all of our circles of influence. We know that it will happen because it must happen.

Today, we write the story of our lives, our people and our future. It is reflected and documented in the gatherings and meetings with our leadership, our knowledge keepers, and our friends. All of it recorded and preserved within the Southern Network’s website where we communicate all the wishes, knowledge and ideas to move forward with upcoming and needed change. It gives voice to children, youth, child care workers, leadership, and elders... it reverberates with the cry of the Eagle through an ancient voice of our ancestors that beseeches us all to, “Take Care of our Own.”

Our Communications Committee is made up a dedicated team of six who are committed to the

Vision of the Southern Network and the work that it takes on in order for us to get there. Here, I would like to acknowledge Kayla Guiboche, Ken Taylor, Cheryl Devenny, Kent Brown and Colin Kinsella. All provide their gifts and insights in planning, developing and implementing communication activities that support and promote the work of the Southern Network. In 2017/18, the Committee initiated a number of activities, including the development of our annual report, identifying and designing promotional materials such as our swag, new promotional banners featuring our member Agencies and all outgoing materials. The feather in the bonnet was the design, development and

implementation of our new and improved website. In collaboration with cmsintelligence.com, the IT consultant, we launched our new website in September 2017. I encourage you to visit the website at: www.southernnetwork.org

Finally, I would like to acknowledge Michelle Lemoine (Sagkeeng CFS), Kent Brown, Cheyenne Mandamin, Elijah Gunner, Tytus Gunner, Jasmine Greene, Mercyedes Larose, Michelle Guimond, Shontise Mcfadyen for all their work this past year in creating the AHBIKI BIMAADIZIWIN (BRAIDS OF LIFE) Youth Society. It is one of the teepees that make up the circle within the Southern Network camp. Its Mission is this:

“ *AHBIKI BIMAADIZIWIN (BRAIDS OF LIFE) ENSURES A STRONG, CARING, YOUTH VOICE THAT SPEAKS POWERFULLY TO KINSHIP ISSUES AFFECTING OUR YOUTH, CHILDREN AND COMMUNITIES. A VOICE THAT CREATES A CLEAR PATH FOR YOUTH IN CARE THAT WILL BE HEARD, AND RECOGNIZES THE RIGHTS THAT YOUTH IN CARE ARE ENTITLED TO!*

”

Check out all their activities over the past year and plans for the future on our website: southernnetwork.org.

Slowly but surely the circle is becoming complete.

Miigwetch,

Jim Compton
Communications Specialist



Cheyenne Mandamin, with the help from her colleagues, positions the last teepee pole in place. Then with the help of an elder they wrap an ornately designed covering around it. The covering reveals designs of hands, spirit animals and traditional symbols. The erecting of this Teepee, complete with their creative designs represents who they are now and what journey they promise to follow from here on in. Within its most prominent design, is a braid of sweetgrass... a symbol of who they have become. Woven together they are now the Braids of Life Society, a youth group that

promises to be a strong, vibrant voice for youth, children and families as they navigate their way through the child and family services system.

“To our amazing youth! Do you see why we need you? You are strong, you are important, you are beautiful, and you are capable of achieving greatness. Your resiliency is our resiliency, your hurt is our hurt, your voice is our voice, and your struggle is the reason why we are here to fight with you,” proclaims Cheyenne.

At 23 years of age, Cheyenne like her Braids of Life colleagues calls herself an Alumnus of

Gaagiigidowin Miskwaadesi Ikwe

Talking Turtle Woman

the child family services system. "I am a former permanent ward, a youth overcoming the fear of transitioning from care with all the negatives and positives that come with that...and surviving those societal challenges."

Her journey back to herself began with a dream. "I had a dream a few months back, I sat in my living room staring outside, and I watched the sun go down, it dropped abruptly fast from the sky, and with concern I ran to my window facing the west and I could see the sun setting beyond the tree line and the sun was spinning in reverse, glowing bright red and I looked into the sun (you're not supposed to but I did) and to my surprise it was the Earth with its body of water and lands. I was mesmerized. I didn't know how long I was staring but suddenly, I was on a hill top, not in the city but in the wood lands. And I was moving, not moving but dancing. I didn't realize it until I noticed what my body was doing. I didn't stop myself but continued to glance into the earth-like setting sun and was overwhelmed with warmth. I closed my eyes and opened them again, only to be back in my apartment looking at the sun setting beyond the trees."

Within that vision, Cheyenne knows that she must take the time to dance...to dance for herself and the people. Her dance is her vision...her dream. "My passion is rooted in my position to be a big sister, a mentor, and a healer. My first step was enrolling into the University of Winnipeg to receive my Bachelor of Arts degree in the social sciences field with the goal of becoming a Family Therapist."

For her, it is another pole within the Ahbiki Bimaadiziwin (Braids of Life) teepee. "Ahbiki Bimaadiziwin, in my eyes is the life source between our children and the agencies. It is constructed to be a safe platform where the concerns, the needs, and the livelihood of our children and young people are brought to discussion. Their voices are utilized to strengthen the bond between agencies, children, youth, and our families. There are children and youth in our system who believe there is no one who experienced what they are going through, believe there is no one on their side, and they are holding mistrust in their hands."

Since she was 19 Cheyenne has been guided by her spirit name, Gaagiigidowin Miskwaadesi Ikwe...Talking Turtle Woman. By talking and bringing her experiences and voice into the teepee she knows she can, with her Braids of Life colleagues, find a positive road ahead.

"In this system and beyond, we are family. Together as a whole rather than in parts, as the children of care, as family members, as workers of the system, our voice is stronger. The children and youth are our main priority within the Braids of Life."

Cheyenne's words of wisdom, along with Braids of Life guidance will now be another teepee pole... an integral part of the Southern Network's move to make the system more responsive to the needs of our youth and positive change in the future. They're vision, mission, and initiatives can be found on the Southern Network website.

A Tribute to Lorna Croiter

This past year the Southern Network was saddened to hear the news of Lorna's sudden passing. What remains are so many memories of our dear colleague. Lorna dedicated 11 years of service to the Network as the Executive Assistant and was often a go-to person, as she held so much knowledge and history of the Network. In her time here she exclusively worked alongside our former CEO, Elsie Flette, and would often put in those same long hours assisting with the good work and skills she had to offer.

Many of the memories we will carry with us about Lorna are in the words of our colleagues who had the privilege to work with her:

"When I was still new to the Network, Lorna approached me to introduce herself. She told a joke and made me feel very welcome. As a very shy person, I appreciated the gesture and how engaging she was. It was one of the first times that I felt at home at the Network." **Whitney Moore**

"Lorna was always friendly and took the time to initiate many of the meals we would share as a group. She made amazing bannock dogs and even made them look like mummies at Halloween! I have to thank her for assisting me with minute taking and always keeping a great sense of humor. Often you could hear her laughter throughout the halls and I will never forget that she preferred Coca Cola over coffee any day!" **Patricia Halaburda-Desjarlais**

"Beautiful smile always lighting up a room" **Cynthia Richard**

"I will always remember Lorna as a kind and caring person. When I first started working at the Southern Network in 2009, Lorna was so helpful and I always remember the one time we were working on a Review until the wee hours of the morning. As much as we wanted to shut our eyes, we kept trudging along and Lorna was so supportive to me, and we finally completed the report at 11:00 am the next morning. She was so concerned for me because I hadn't slept, so she called a taxi for me to go home and she kept right on working. She was a hard worker and made sure things got done! She was very efficient! I often think of her, a lovely lady" **Darlene Ahmo**

"She was certainly a social butterfly with a kind heart." **Karen Desjarlais**

"In October 2010, the office on Portage Ave was flooded from heavy rainfall and a broken drain pipe that poured into the office. This necessitated that in one day we packed up and moved to Adele Ave. Lorna's office was where the damage was greatest and even though her office was a mess from the flooding, she was both cheerful and resolute. She was more than willing to assist others in packing up for the emergency move to our temporary location. I will always remember the sardonic smile she had that day." **Bert Crocker**

"Lorna had the best laugh, it was infectious and when she would razz you, you could not help but laugh as well!" **Kent Brown**

"She had a beautiful smile that I noted when first meeting her." **Marsi Rock**

"Kind, caring and loveable!" **Gladys McKay**

"She always called me anal, but I like to think she really meant meticulous and organized! In my role, I learned a lot from her. And as the saying goes, 'you learn from the best.' Lorna was a great mentor and one of the best. I miss her." **Cindy Myran**

"I have many memories to share about Lorna, When we started working together we attended a staff team building event that happened to fall on the same day as Halloween. Staff were encouraged to wear a costume and Lorna was dressed head to toe in a shimmering silver costume. I asked her what she was dressed as and she told me she was a shooting star. We worked many years together that shaped a solid working relationship and friendship. Her commitment, professionalism and care she put into everything she did definitely stood out and made the Southern Network a great place to work. I will miss, Lorna, she was a star in our office and her light will continue to shine in my work and memories." **Tara Petti**

August 13, 1973 - August 3, 2017



Human Resources

The goal of the Human Resources (HR) Unit is to Indigenize and sensitize all employees of the Southern Network of First Nations practices, values and beliefs in order to best meet the needs of our (10) southern CFS Agencies.

The HR Unit has responsibility for a number of areas. These include:

- Developing and supporting the human resource capacity for the Southern Network.
- Assisting and supporting southern CFS agencies in the development and maintenance of their human resource systems.
- Working with the southern CFS Agencies to build an Aboriginal work force.
- Coordination of the Southern Network and agency responses to information requests under the Freedom of Information and Protection of Privacy Act (FIPPA), the Personal Health Information Act (PHIA), and the Public Interest Disclosure Act (Whistleblower Protection).
- Managing and coordinating corporate training and professional development for Southern Network staff.
- Supporting the ongoing role of the Southern Network Elders Council based on the guiding principles of the (7) Sacred Teachings and Southern Network Cultural Committee.

Developing and supporting HR capacity for the Southern Network and the southern CFS agencies includes improving the HR practices within the Southern Network and the agencies in the areas of Employee/Labour Relations; Compensation and Benefits; Health and Safety; Training and Professional Development; and Human Resource Policies and Procedures.

During 2017/18, key activities for the HR Unit included:

- Conducted Performance Management training to new supervisors and human resource professionals that included:
 - To create an understanding of the complexity of termination and dismissal issues

- To learn the basics of the legal and policy framework for effective discipline and dismissal
- To understand the importance of preserving employee dignity while at the same time meeting organizational needs
- Clearly understand the termination process and how to ensure a smooth transition
- Bi-monthly Meetings with Human Resource Managers/Directors.
- Coaching Agency ED's and HR Managers/ Directors on Human Resource issues including labour relations, complaints, mediation, staffing, audits, and management issues.
- Coaching Southern Network Managers regarding employee relations issues.
- Overseeing the recruitment and hiring process at the Southern Network.
- Coordinating Quarterly Meetings of the Southern Network Elders Council.
- Incorporating culturally based teachings in our HR practices.
- Coordinating Youth Council meetings, created a draft mission and terms of reference for the council.
- Responded to requests for information.

Goals for 2018/19:

To meet our strategic objectives, the HR Unit's primary goal is to promote and engage the Southern Network and its member agencies in implementing culturally appropriate practices and standards, such as:

- Updating the HR Policy & Procedures Manual and other manuals to be reflective of our cultural practices, values and beliefs.
- Exposure to and the opportunity for employees to engage in cultural activities, training and ceremonies for understanding and acceptance of our member Agencies, the families and their children.
- Complete Terms of Reference for the Southern Network & Agency Human Resource Working Table.

- Finalizing Mission, Work plan and Terms of Reference for the Youth Council.

Southern Network Cultural Committee

An annual work plan is developed, in consultation with the Southern Network Elders Council that is inclusive of First Nations values and teachings. We recognize the different beliefs and values in our communities and do our best to be inclusive. Our goal is to ensure that we are all culturally sensitive to our children and family’s needs for best practice and service delivery. The committee also plans the Network’s team building days and is cognizant of always finding ways to further Indigenize areas of the Network.

Freedom of Information and Protection of Privacy Act (FIPPA)

“The Freedom of Information and Protection of Privacy Act (FIPPA) is an information rights statute that gives an individual a legal right of access to records held by Manitoba public bodies, subject to specific and limited exceptions. The Act also requires that public bodies protect the privacy of an individual’s personal information existing in records held by public bodies. FIPPA came into force on May 4 1998 and replaced The Freedom of Information Act.”

Additional and extensive information can be located at the link below:

<http://www.ombudsman.mb.ca/fippa-faq.htm>

FIPPA Coordinator

The role and responsibility of the FIPPA Coordinator is to act as liaison between the

Lead of the Southern First Nations Network of Care FIPPA Review Committee and its member-agencies. All FIPPA requests and PHIA complaints are first directed to the FIPPA Coordinator from either the Access and Privacy Coordinator, Child & Family Services Division or Office of the Manitoba Ombudsman. With the assistance and direction of the Lead of the SN FIPPA Review Committee, the FIPPA Coordinator coordinates the compilation of information and ensures timelines are met. All responses to FIPPA requests and PHIA complaints are vetted for final approval through the Chief Executive Officer.

April 1 2017– March 31 2018

Approximately (9) FIPPA requests were received at the Southern Network during the reporting period of which (7) requests were catalogued as “Closed”; (1) was catalogued as “Completed”; and (1) remained “Open” as at March 31, 2018.

“Closed” meaning the Child & Family Services Division was able to gather/access the data at their level and respond to the Applicant, without Network or Agency data collection. “Completed” meaning the Network and/or Agency collected the data which was then forwarded to the Division for response to the Applicant.

Of the (7) closed requests, (1) was Network-specific; (4) were Network & Agency-specific; and (2) were individual Agency-specific – AOCFS/ SECFS and PCFS. The lone completed request pertained to SCFS and the open request pertained to PCFS.

Personal Health and Information Act (PHIA)

“The Personal Health Information Act (PHIA) was proclaimed on December 11, 1997. It was the first legislation of its kind in Canada designed specifically to

Building an Aboriginal Workforce

Building an Aboriginal workforce is an ongoing objective for the Southern Network and our mandated agencies. As of March 31 2018, the Aboriginal status of staff was as follows:

Workforce	Southern Network	Agencies	ANCR
Aboriginal Status	65%	76%	35%
Non-Aboriginal Status	35%	24%	65%

Human Resources *continued ...*

provide access to information rights and protection of privacy rights concerning personal health information.”

PHIA applies to “trustees”: health professionals, health care facilities, public bodies and health services agencies that collect or maintain personal health information. The Act governs an individual’s access to his or her own personal health information held by trustees and sets out requirements that trustees must follow to protect the privacy of personal health information.

April 1 2017 – March 31 2018

(1) PHIA complaint was lodged with the Office of the Manitoba Ombudsman during the reporting period. The complaint was Network-specific and the Network complied with the request for information as per the investigation.

Additional and extensive information can be located at the link below:

<http://www.ombudsman.mb.ca>

Public Interest Disclosure (Whistleblower Protection) Act

“The purpose of this Act is (a) to facilitate the disclosure and investigation of significant and serious matters in or

relating to the public service, that are potentially unlawful, dangerous to the public or injurious to the public interest; and (b) to protect the persons who make those disclosures.”

April 1 2017 – March 31 2018

(1) PIDA complaint was lodged with the Office of the Manitoba Ombudsman during the reporting period. The complaint was Agency-specific. However, upon assessing the allegations, the Office of the Manitoba Ombudsman determined that they did not interpret the allegations to constitute wrongdoing as defined by PIDA. The complaint was referred to the Southern Network and Agency to address the issues as no investigation was warranted by the Ombudsman’s office.

A file review completed by the Southern Network did not constitute wrongdoing as defined in Section 3 of PIDA or in the Employment Standards. Based on the overall review and findings, the Southern Network put forth recommendations to the Agency.

Additional and extensive information can be located at the link below:

<http://www.ombudsman.mb.ca>

Our Team



Kent Brown



Cindy Myran



Service Support

Well, another year has gone by and with that, there have been numerous changes within our unit once again. In May 2017, we began reorganizing and this was started with the re-introduction of a Service Support Supervisor position. In March 2018, the Southern Network decentralized the administrative support staff and we welcomed Dara Ahmo to our team. We also saw our Intake Coordinator, Kelly Wozney, change positions within our larger organization as she moved over to the Quality Assurance/Vision Keepers Unit. Marsi Rock, FASD Specialist, returned from maternity leave part-time to begin in October 2017. As well, former staff member, Sandra Hrycaiko was re-hired at our organization within the Service Support Unit and Michelle Lemoine, Child in Care Specialist, left our organization to pursue other career opportunities. We also welcomed Alyssa Monkman to the Service Support Unit for a term position for the purpose of covering for a staff member on leave.

As of March 31, 2018, our staff complement was as follows:

- Jolene Cameron, Director of Service Support
- Sherees Carpenter, Acting Service Support Supervisor
- Felicia Johnston, Service Support Specialist
- Sandra Hrycaiko, Service Support Specialist
- Shauna Natrasony, Service Support Specialist
- Alyssa Monkman, Service Support Specialist (term ends December 2018)
- Marsi Rock, FASD Specialist (part-time)
- Dara Ahmo, Administrative Assistant

The Service Support Specialists are responsible for specific duties which include but are not limited to the following: Intake (Sandra); Individual Rate Adjustment Protocol and Extensions of Services (Shauna); Exceptional Circumstances Funding (Alyssa); interprovincial matters; changes of authority; and permanent ward transfer (Felicia). As well, Marsi Rock is now assisting some of our agencies with higher needs level 5 children from a clinical perspective in relation to case planning in addition to FASD Specialist duties.

Service Support Working Group

In April 2017, we began a Service Support Table which is a working group made up of service representatives from each of our member Agencies and the Southern Network Service Support Unit. The

establishment of this working group has enabled us to continue to strengthen our relationships with and support our agencies as we work together to find solutions to better support families and children.

We had a visioning session in April 2017 where our terms of reference, mission statement, work plan, and name were created and subsequently approved by the agency directors. The name as an acronym is ACTION, which stands for Agencies Coming Together in Our Nation. Our Mission Statement is,

Agencies Coming Together in Our Nation (ACTION) strives to provide the best service delivery possible. We seek a circle of care for our children, youth, and families and prefer our solutions over alternatives because we are grassroots.

The purpose of the ACTION Working Group is to:

- Develop and maintain a work plan focusing on service issues that will assist in meeting the best interests of children, families, and communities.
- Raise and discuss challenges and successes encountered in the delivery of child and family services, development of a work plan and, where indicated, obtain direction from Agency Directors and the Southern Network CEO on matters of importance.
- Ensure effective communication of relevant information, initiatives, etc. to key stakeholders including agency staff.

A major focus of our work plan over the past year was on the improvement of transitional planning for youth in care. Transitional planning training, templates, and a resource guide were developed with input from the members of the ACTION working group. The Transitional Planning Training was provided by Michelle Lemoine and was offered in the Southern Network regular training calendar as well as to specific agencies.

In the next year, the ACTION working group will be participating in the scheduled Quality Assurance review for youth who are transitioning out of our agencies. Another important goal on our work plan is the development of a child specific safety assessment tool to be used when children/youth may be experiencing self-harm or suicide ideation. This work is in its beginning stages as a sub-group and includes members from the Southern Network and our member Agencies. Over the next year, we will continue to focus on this work.

Duties and Responsibility under Legislation

The Southern Network carries out the duties and responsibilities assigned in The Child and Family Services Act. The following information provides an overview of the type and volume of work in 2017/18.

Authority Determination Process

In 2017/18, the Southern Network received a total of 16 Change of Authority Requests. Nine of the requests were approved; five were denied; one was cancelled or withdrawn; and one was pending. Six of the Change of Authority Requests were from the Southern Network to another Authority, and the remaining 10 requests were from another Authority to the Southern Network.

During this period, there were 50 requests for information and/or follow up regarding the Authority Determination Process.

Extensions of Service and Maintenance

As provided for in Section 50 (2) of The Child and Family Services Act, the Southern Network sent out 697 approval letters extending youth's care and maintenance during the 2017/18 fiscal year. The member Agencies of the Southern Network continue to work diligently to ensure that youth are transferring out of foster care appropriately, sensitively and with the proper supports and resources. Transitioning youth out of care can be a complex process and our member Agencies continue to demonstrate their commitment to our youth through their careful transitional planning efforts.

Tuition Waiver Program

In 2012, several educational institutions in Manitoba began to offer tuition waivers to youth living in foster care. A partnership was established between these institutions and the four Authorities, including the Southern Network. These tuition waivers are a commitment towards breaking down barriers for youth in care receiving a post-secondary education. The institutions currently

offering tuition waivers include the following:

- University of Winnipeg
- Red River College
- Brandon University
- Manitoba Institute of Trades and Technology (formerly Winnipeg Technical College)
- University of St. Boniface
- University College of the North
- Booth College
- Assiniboine Community College
- University of Manitoba

In the past year, the Futures Forward Program (formerly Building Futures) under Youth Employment Services Manitoba assumed responsibility for coordinating tuition waiver applications. To assist in the process, the Southern Network provides support to the program and our member Agencies as needed. In 2017/18, we are pleased to report that 14 tuition waivers were granted to youth in care/formerly in care of the Southern Network and our member Agencies.

If you know someone who is interested in exploring the Tuition Waiver Program, please contact the Futures Forward Program. Information about the Tuition Waiver Program and the services offered can be found at: www.futuresforward.ca.

Individual Rate Adjustment Protocol

In June 2012, the Individual Rate Adjustment Protocol (IRAP) process was implemented to ensure frozen rates for children in care can be adjusted. The Southern Network continues to work diligently with our member Agencies to ensure that children in care receive the best care through the approval of services such as qualified care providers, support workers, respite providers and, in some cases, emergency supports. In 2017/18, a total of 440 IRAP requests were submitted by our member Agencies and approved by the Child and Family Services Division.

Future Areas of Focus

Moving forward, we have identified three areas of focus:

- Refining and development of the new processes related to level 5 funding

- Development of the child specific safety assessment tool
- Child maintenance training

It has been a pleasure working at the Southern Network over the last year and we are excited to continue working with and supporting our member Agencies.

Service Support *Continued ...*

Nature of Intake 2017-2018

Nature of Intake	Definition	Count
ADP	Issues or concerns regarding Authority Determination Protocol	65
Adoption	Inquiries about adoption	5
Case Planning	Case consultation regarding planning for CIC under age 15	121
Child Abuse	Case consultation with Agencies regarding child abuse investigations, child abuse committees	2
Child Removal	Inquiries related to removal of foster child from foster home	25
Community Concern	Child protection referrals from community members that can be forwarded to relevant Agency for follow up	190
Complaint	Concerns received from community members, clients, Agency staff about a specific case or Agency practice	239
Expectant Parent Services	Follow required with an Agency as a result of reviewing Notice of Maternity	3
Foster Parent	Inquiry from foster parent regarding their own foster home [e.g. child maintenance, licensing questions (not related to child removal)]	45
IPPA	Consults regarding Interprovincial Agreements	43
Level V	Case consultation requested by Agencies or CFS Division on completion of Level V requests or for involvement in Level V requests from the CFS Division	37
Minister Inquiry	Requests from Minister's Office for SFNNC to follow up and report back on Agency cases	150
NOM	Notice of Maternity letters received and reviewed	53
Repatriation	Calls and referrals related to inquiries from Agencies or community members about repatriation	5
Requests for Information	Inquiries from Agencies or community members regarding general processes [e.g. IRAP, criteria for extensions of service, ADP, etc. (not case specific)]	217
Section 42	Transfers of guardianship under the PW transfer protocol or COA process or change of Agency	17
Section 49	Transfers under the PW transfer protocol	17
Transitional Planning	Case consultation regarding planning for youth age 15 to 21	30
Other	Anything that does not fit above definitions [e.g. information from Agencies as an FYI]	57
	Total =	1321



**IRAP Stats
2017-2018**

Individual Rate Adjustment Protocol (IRAP) Stats 2017-2018	
Level I-IV	220
IV+	219
Denied or Withdrawn	1
Total =	440
Letters in Collaboration with the Branch	219

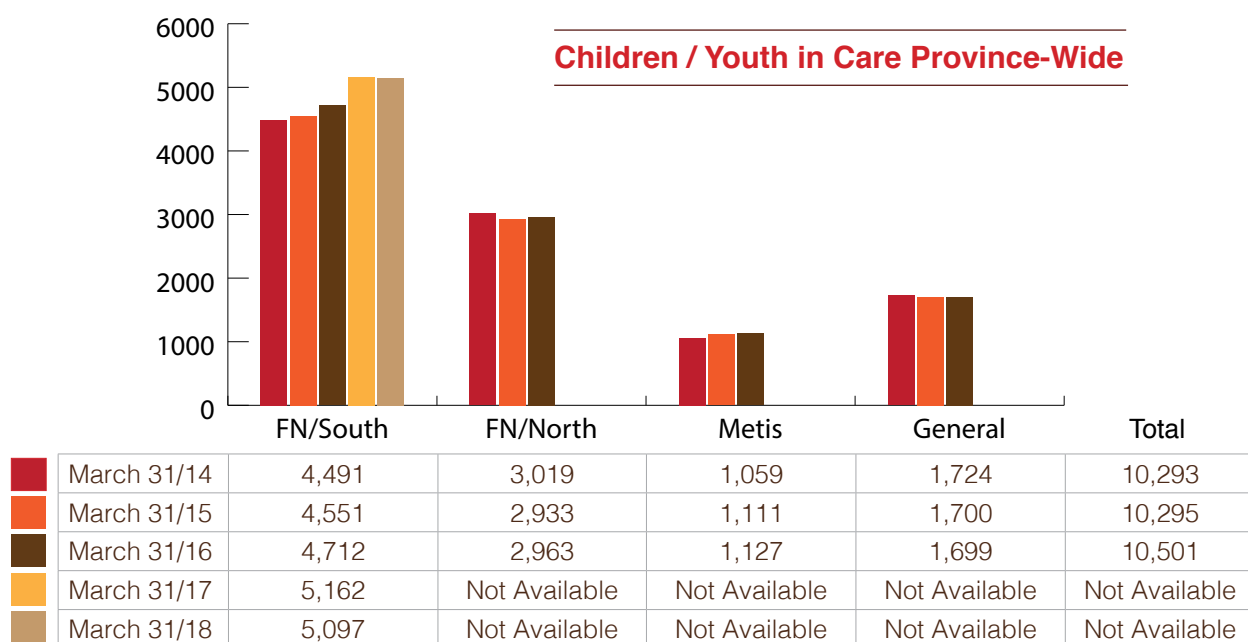
**EOS Stats
2017-2018**

Extensions of Service (EOS) 2017-2018			
	# of CIC's receiving an EOS within the fiscal year	Total # of EOS approval letters for the fiscal year	# of CIC's that turned 18 within the fiscal year
ACFS	68	79	36
AOCFS	52	62	25
DOCFS	79	102	26
ICFS	25	30	6
PCFS	35	49	20
SCFS	70	91	27
SBCFS	17	20	8
SECFS	129	164	58
WRCFS	74	100	36
Total	549	697	242

**Source of Intake
2017-2018**

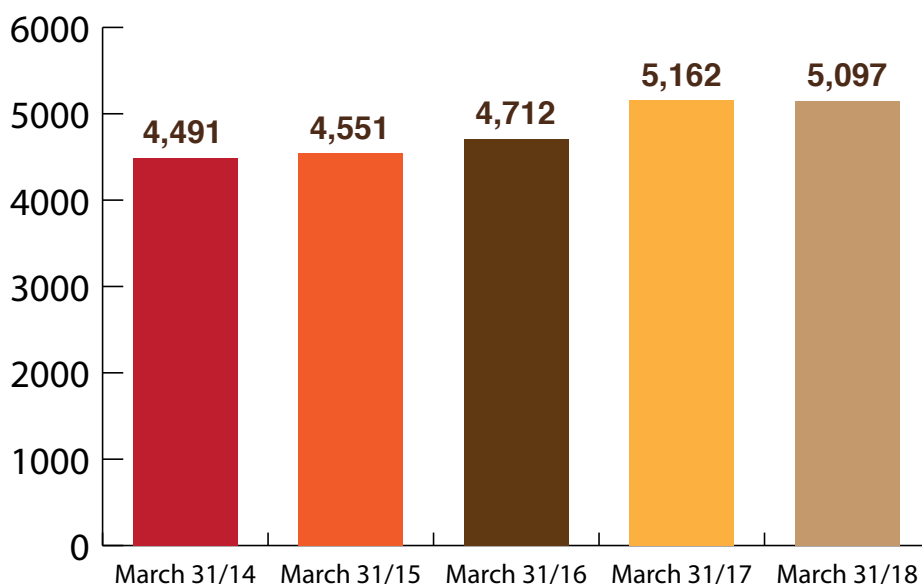
Sources of Intake			
Client	Collateral	SN Agency	Foster Parent
417	435	451	18
Total = 1321			

Children / Youth in Care Province-Wide

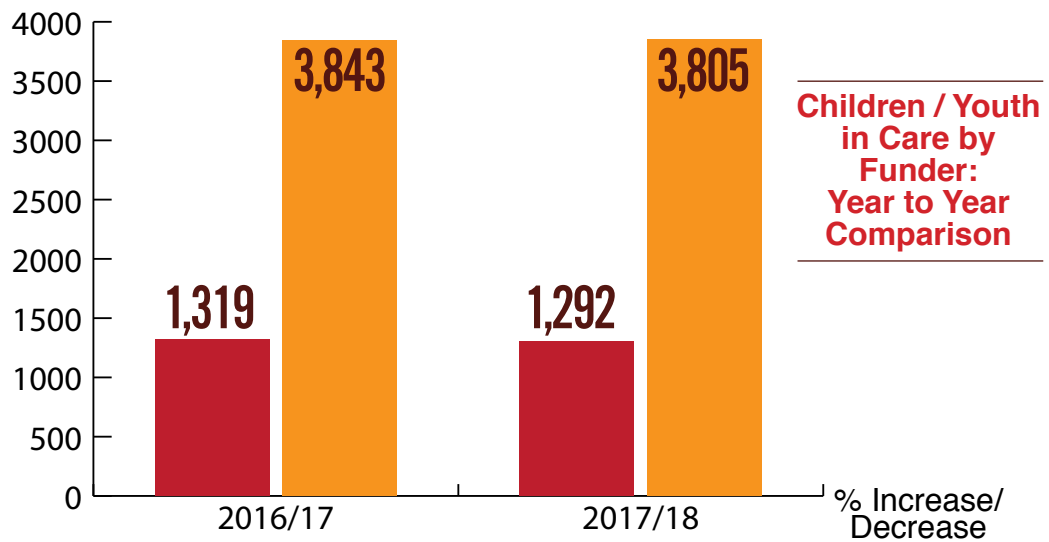


Note: The number of children/youth in care does not include Extensions of Service. The numbers reported here represent the most accurate information available to the Agencies at the time of reporting and may not be consistent with the numbers reported in the Manitoba Families Annual Report for 2017/18 due to recent changes to their criterion for counting children in care.

Children / Youth in Care with Southern Network Mandated Agencies



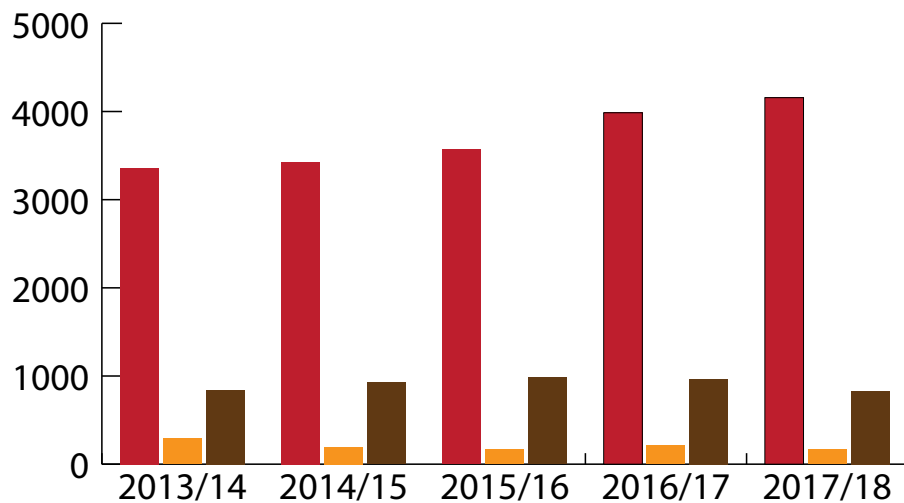
Note: The number of children/youth in care does not include Extensions of Service. The numbers reported here represent the most accurate information available to the Agencies at the time of reporting and may not be consistent with the numbers reported in the Manitoba Families Annual Report for 2017/18 due to recent changes to their criterion for counting children in care.



Federal	1,319	1,292	-0.02
Provincial	3,843	3,805	-0.01

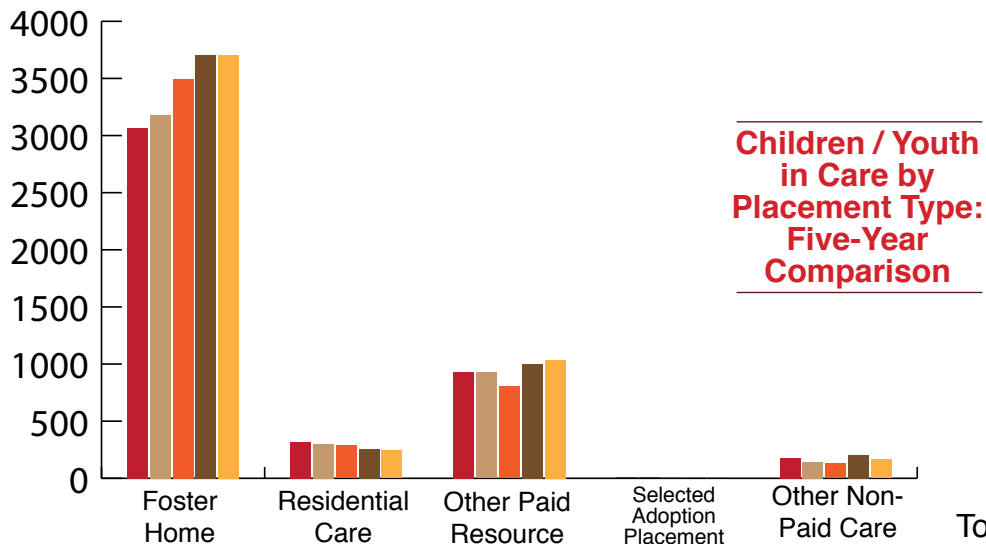
Note: The number of children/youth in care does not include Extensions of Service. The numbers reported here represent the most accurate information available to the Agencies at the time of reporting and may not be consistent with the numbers reported in the Manitoba Families Annual Report for 2017/18 due to recent changes to their criterion for counting children in care.

Legal Status of Children / Youth in Care with Southern Network Agencies



Wards	3,359	3,428	3,567	3,986	4,130
VPA	290	195	163	210	165
Other	842	928	982	966	802

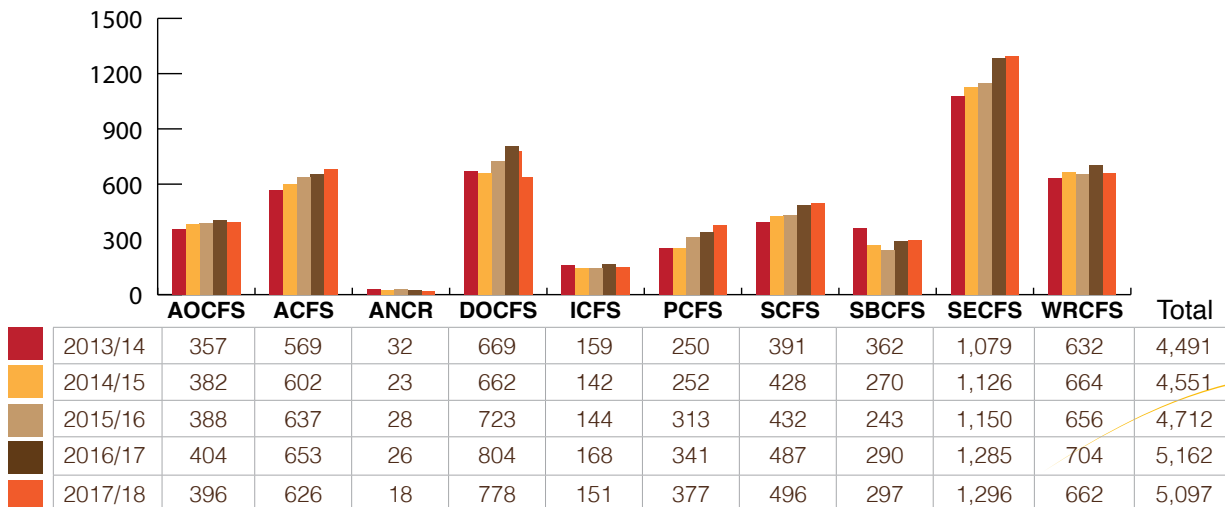
Note: The number of children/youth in care does not include Extensions of Service. The numbers reported here represent the most accurate information available to the Agencies at the time of reporting and may not be consistent with the numbers reported in the Manitoba Families Annual Report for 2017/18 due to recent changes to their criterion for counting children in care.



		Foster Home	Residential Care	Other Paid Resource	Selected Adoption Placement	Other Non-Paid Care	Total
2013/14		3,065	319	928	1	178	4,491
2014/15		3,179	302	926	1	143	4,551
2015/16		3,493	287	803	0	129	4,712
2016/17		3,703	254	999	0	206	5,162
2017/18		3,692	244	1001	0	160	5,097

Note: The numbers reported here represent the most accurate information available to the Agencies at the time of reporting and may not be consistent with the numbers reported in the Manitoba Families Annual Report for 2017/18 due to recent changes to their criterion for counting children in care.

Children / Youth in Care of Southern Network Mandated Agencies: Five Year Comparison



		AOCFS	ACFS	ANCR	DOCFS	ICFS	PCFS	SCFS	SBCFS	SECFS	WRCFS	Total
2013/14		357	569	32	669	159	250	391	362	1,079	632	4,491
2014/15		382	602	23	662	142	252	428	270	1,126	664	4,551
2015/16		388	637	28	723	144	313	432	243	1,150	656	4,712
2016/17		404	653	26	804	168	341	487	290	1,285	704	5,162
2017/18		396	626	18	778	151	377	496	297	1,296	662	5,097

Note: The numbers reported here represent the most accurate information available to the Agencies at the time of reporting and may not be consistent with the numbers reported in the Manitoba Families Annual Report for 2017/18 due to recent changes to their criterion for counting children in care.

Our Team



Jolene Cameron



Sherees Carpenter



Felicia Johnston



Sandra Hrycaiko



Alyssa Monkman



Marsi Rock



Dara Ahmo



Shauna Natrasony

Information Technology

About IT

The Information Technology (IT) Unit is responsible for all aspects of the design and development of the technical infrastructure, as well as providing IT services and support to the Southern First Nations Network of Care and member Agencies.

The Southern Network has a Centralized Managed Environment (Virtual Servers and Desktop Virtualization) which houses all data created and used by the Southern Network and our member Agencies via Virtual Local Area Network (VLAN) for connectivity from the Agencies' urban and reserve sites to the Southern Network site. Voice over Internet Protocol (VoIP) phone services are also provided.

The services and support of the IT Unit include system management and maintenance of the secured physical and virtual infrastructure, as well as provision for system and data backup and recovery.

The Service Level Agreement (SLA) outlines all services and support provided by the IT Unit to our member Agencies as well as the responsibilities of the IT Unit, Agencies, and Third Party Contractors. The IT End User Policies and Procedures is an addendum to the SLA and both documents have been provided to our member Agencies.

Benefits of the Centralized Managed Environment

- Virtualized desktops reduce travel and support costs, eliminate duplication of hardware requirements, and provide savings in software licenses for MS Office, SAGE HRMS, and SAGE 300 ERP for the Child Maintenance Billing System (including the IMAN interface and the Project Job Costing Module). Virtualized desktops also allow for new software versions to be rolled out to all our member Agencies at the same time.
- The Managed Environment includes data sharing within an Agency and their sites, as well as between Agencies and the Southern Network without having to send emails with large attachments. Also, with authorization, data sharing between Agencies can be provided.
- System security is provided for both the physical and virtual aspects of the network; including sites, hardware and software, Internet, email, VoIP telephone services, data security for all Agencies, as well as mobile devices. Data security for all our member Agencies is a major priority for the Southern Network and the IT Unit.
- The VLAN links our member Agencies to the Intake Module (IM) / Child and Family Services Information System (CFSIS) provincial database. The functionality of the provincial database is not managed by the Southern Network. Ultimately, the VLAN provides the ability to store and share retrieved documents and files from the provincial database, within the secure Managed Environment.
- The Centralized Managed Environment provides the Southern Network and our member Agencies the use of Voice over Internet Protocol (VoIP) phone services. Agencies are able to phone any site within the Managed Environment (within their own Agency as well as within any other Southern Network Agency, including the Southern Network) by simply calling an extension number. This provides Agencies with significant savings in phone services and long-distance costs.
- The IT support team is centralized in one location, which eliminates the need for each Agency to have a support team.

In 2017/18, the IT Unit achieved the following objectives:

- Upgraded the physical desktop and laptop operating systems from Windows XP to Windows 7 or higher.
- To increase efficiency for the operation of the Managed Environment, the initial requirement to the infrastructure rebuild was completed for the replacement of servers and data storage devices, to allow an increase in file storage.
- Completed the rebuild of the virtual desktops for the new infrastructure.

Looking ahead in 2018/19, the IT Unit has set the following goals:

- Due to the upgrade of the VMware infrastructure, the use and deployment of additional mobile devices will be implemented within the Managed Environment.
- Plan and prepare for virtual and physical desktop upgrades to Windows 10.
- Complete email migration for the rebuild of the infrastructure for the virtual environment.
- Develop a more robust VoIP solution including strategies for Audio/Video Conferencing within the Managed Environment.

Our Team



Lori Lavallee



Cheryl Devenny



Vlastimir Drakul



Dave Cawson



Paul Garcia



David Kiddell



Matthew Cawson

Quality Assurance - Vision Keepers

Critical Incident Reporting

The Critical Incident Reporting Regulation took effect in October 2015. Agencies are now more familiar with the reporting requirements that go along with this regulation. Our agencies are still having difficulty meeting the one hour reporting timeframe, but in general agencies have been putting their best foot forward to provide comprehensive information in a short amount of time that is allotted based on the regulation.

Differences among definitions in the legislation continues to be an issue that goes without resolution. "Serious injury" in the Critical Incident Reporting Regulation 154/2015 under The Child and Family Services Act, is confined to "physical injury". To complicate matters further, there is a definition of "incident" in both the Foster Home Licensing Regulation 18/99 (at s. 22) and the Child Care Facilities (Other than Foster Homes) Licensing Regulation 17/99 (at s. 34). These two definitions, while similar to each other, do not align with the definition in The Critical Incident Reporting Regulation. The respective requirements for forms also differ. The potential for conflicting interpretations regarding which provisions take precedence is significant. Both of the regulations from 1999 were to have been reviewed by 2004, a review that has yet to occur.

The new legislation for the Manitoba Advocate for Children and Youth (MACY) further complicates this matter, given they too have a different definition for serious injury:

"Serious injury" means an injury that

- (a) is life-threatening;
- (b) requires admission to a hospital or other health care facility and is reasonably expected to cause serious or long-term physical or psychological impairment; or
- (c) is the result of a sexual assault that causes serious physical harm or is reasonably expected to cause long-term psychological impairment.

The Southern Network looks forward to discussions

with MACY regarding the anticipated problems that will arise given the lack of consistency across definitions.

Authorities Child Death Representatives Meetings with MACY


Historically, the Southern Network has enjoyed a collaborative and engaging relationship with the MACY office (formerly Office of the Children's Advocate or "OCA"). This relationship was nurtured through quarterly meetings with MACY and the child death representatives from the other authorities. For the past year however, these pre-scheduled meetings have been cancelled at MACY's direction. These meetings are a vital part of an ongoing and fruitful relationship between MACY and its child welfare counterparts, and it is the Southern Network's hope that meetings can resume once MACY has had an opportunity to acclimate to its new and expanding responsibilities/mandate.

Annual Recommendations Report to the Manitoba Ombudsman

Every year for the last several years, the Southern Network provided updates to the Manitoba Ombudsman on the status of recommendations made to the Network and its agencies by the MACY. With MACY receiving independent legislation with an expanded mandate earlier this year, section 16.1 of The Ombudsman Act was repealed.

Going forward, MACY will not only make recommendations to various stakeholders involved with children and youth, they will also monitor and provide oversight on their own recommendations, thus removing all external and independent checks and balances in place for that office. Child welfare agencies, the Authorities, and other reviewable services will need to work hard to provide some form of accountability to the MACY office with respect to the recommendations being made and their feasibility.

In December 2017, prior to section 16.1 of the Ombudsman Act being repealed, the Southern



Network submitted its annual report with responses to outstanding recommendations made by MACY. We reported on 25 outstanding recommendations, with the following results:

- 7 are recorded as “Complete”,
- 15 are recorded as “In Progress”,
- 1 are recorded as “Pending”,
- 1 is recorded as “Rejected”,
- 1 is recorded as “Not accepted (unachievable)”

The definitions for the recommendations statuses can be found below:

Complete - The organization to which the recommendation is directed accepts the recommendation and has demonstrated that it has taken all necessary steps to respond to the recommendation.

Complete: Alternate Solution - The organization to which the recommendation is directed disagrees with the recommendation but accepts the general concern raised in the report and has developed an alternate solution which addresses the concern. The organization has formulated an implementation plan to fully respond to the issue underlying the recommendation. The organization has demonstrated that it has taken all necessary steps to respond to the recommendation.

In Progress - The organization to which the recommendation is directed accepts the recommendation. The organization has formulated an implementation plan to fully respond to the recommendation.

Pending - The organization to which the recommendation is directed accepts the recommendation. The organization has not yet completed an implementation plan to fully respond to the recommendation.

Not accepted (unachievable) - The organization to which the recommendation is directed agrees with the recommendation but cannot implement the recommendation based on existing resources,

legislation, or governance structure.

Rejected - The organization to which the recommendation is directed disagrees with both the foundation and substance of the recommendation.

The Ombudsman’s Office has created two additional Status Definitions for the purposes of our Annual Report:

Recommendations “Response Under Review”- The Manitoba Ombudsman has received information from the organization to which the recommendation is directed and is currently reviewing the information.

No Status Reported - The organization to which the recommendation is directed has not yet reported to the Manitoba Ombudsman.

Internal Agency Reviews

The Southern Network formalized a new IAR process last year, and began offering consultative work sessions to help coach our agencies through the IAR process, if an IAR is requested following a critical incident. Through the IAR process this past year, opportunities for improvement were identified in the following areas:

- Child and Family Services Applications
- Case Management
- Training and Staff Development
- Community Response, Engagement, and Resources
- Clarifying/Developing Internal Agency Processes

Multiples Working Group

Membership for the Multiples Working Group is made up of representatives from the four Child and Family Services Authorities and the Child and Family Services Division. The purpose of the group is to collaborate on recommendations made by the MACY to all four Authorities and the Province of Manitoba. At this time, there are currently three recommendations on the group’s work plan.

Quality Assurance - Vision Keepers *continued ...*

Quality Assurance Coordinators

The Agency Quality Assurance Coordinators meet on a monthly basis to work together on developing a common review process amongst all Southern Agencies. Some of the highlights of 2017-2018 are as follows:

Minor Parent & Expectant Parent Services

- Worked with Tiffany Pickell, CFSA Provincial Trainer on the development of a manual to document Minor Parent & EPS cases in the Child and Family Services Application (CFSA)
- Developed and completed a Minor Parent & EPS QA Review

Foster Care Management (FCM) Training

- Rob Sarmiento, Alt-Care Specialist and Tiffany Pickell, CFSA Provincial Trainer developed a training that combines FCM training in CFSA and Foster Care regulations and standards. The pilot was held in August 2017.

CFSIS Directive

- SFNNC monitors CFSA compliance through the completion of monthly CFSIS reports using the RCase064, RCase065 and RCase073 reports
- SFNNC contracted Susan Majetic in March 2018 to assist with improving computer skills especially in using excel
- A format for monitoring intakes was developed and will be used in the coming year
- The CFSA User Group which consists of reps from the 4 Authorities and the Division meet regularly to discuss improvements to CFSA. Currently there are upgrades being

made to CFSA which has put a number of projects such as embedding the safety assessment and a case management quality assurance report on hold. CFSIS reports are currently being updated so they can be accessed in different formats such as excel.

Child in Care (CIC) Annual Review

- The CIC Annual Review is currently being worked on by the CFSA User Group to develop a common review that can be embedded in CFSIS

Ongoing Case Management Review

- An ongoing case management review was developed and completed that looked at ongoing case management standards such as case plans, face to face contact, supervisor review and reassessments
- Special recognition was given to Anishinaabe Child and Family Services for the best compliance

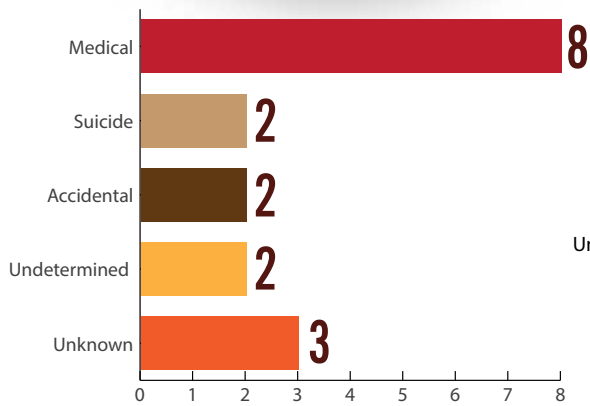
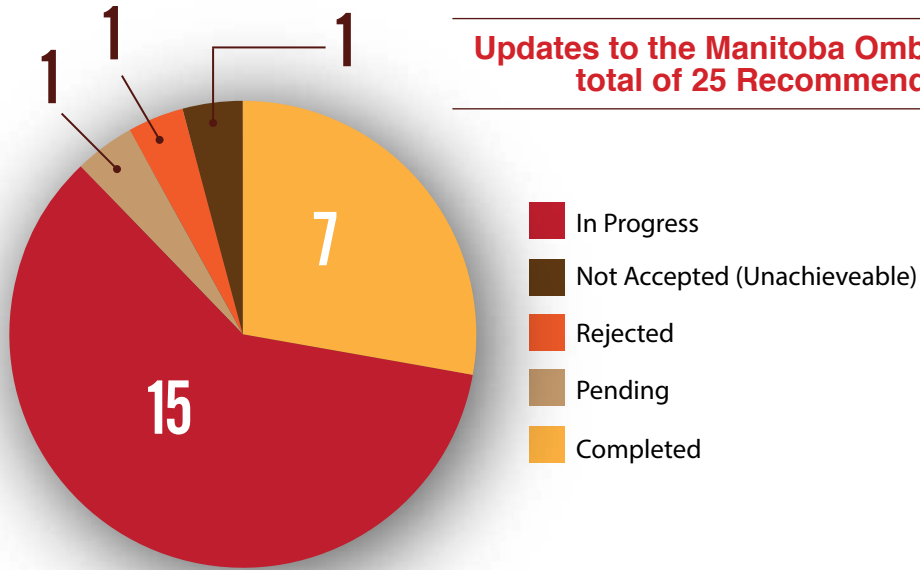
Youth Suicide Assessment

- A youth suicide assessment template is currently being developed that can be used by all Southern Network agencies

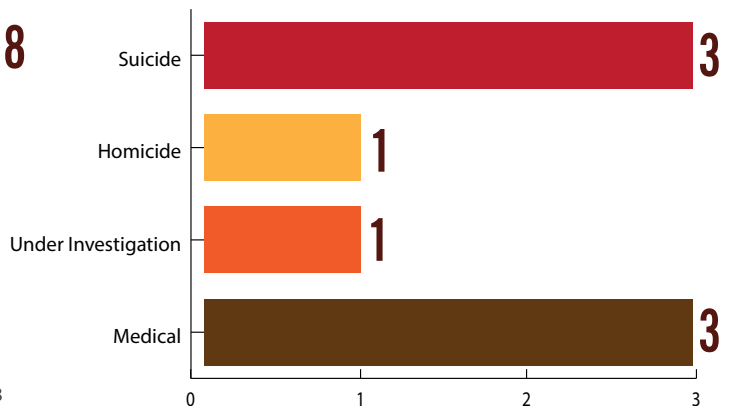
Phoenix Sinclair Inquiry Working Group

The Phoenix Sinclair Inquiry Working Group met regularly throughout 2017 - 2018 year to implement the 62 recommendations of the Hughes Inquiry report. Currently the Province is reporting 92% of the recommendations are complete. Several recommendations that are related directly to front-line service rely on the implementation of the Manitoba CFS Practice Framework, changes coming from the implementation of block funding and changes to legislation.

Updates to the Manitoba Ombudsman on a total of 25 Recommendations



Special Investigations by Manner of Death in 2017/2018: (Excludes ANCR)



Special Investigations by Manner of Death in 2017/2018: (ANCR)

Our Team



Marcia Liske



Kelly Wozney



Whitney Moore

Senior Quality Assurance Specialist



Bert Crocker

Inter-Authority Standards Working Group

I continue to sit, along with Colin Kinsella, on this working group that revises, updates, (and sometimes creates)

CFS Program Standards. Our work over the last year included working on issues related to foster parent appeals, and intake standards.

Child Abuse Committee Working Group

In response to a number of situations where there were differences of opinion about which agency should investigate an allegation of abuse in a foster home [should it be done by (1), the licensing agency, (2), the agency whose child is placed in the home, or (3), the designated intake agency serving that area], a working group was established to find a solution about four years ago. After numerous meetings, and consultation with agencies, what we believe will be a workable solution has been found. As this is being written, Standing Committee will be establishing a start date for the new procedure.

First Nation Safety Officer Training

The First Nation Safety Officer program was designed as a replacement for the Band Constable Program that has been discontinued. The First Nation Safety Officer Regulation under The Police Services Act specifies certain duties of Safety Officers under The CFS Act, with the result that the required training must include information about how agencies work, and some of

the details of the legislation. Given that one of the duties of a CFS Authority includes "cooperating with ...others to ensure that the delivery of child and family services in the province is properly coordinated", the Southern Network put together a half-day training presentation. To date, it has been delivered to seven cohorts of trainees at the southern Manitoba training centre, at Assiniboine Community College in Brandon. Whitney Moore and Bert Crocker have been the presenters.

FIPPA (Freedom of Information and Protection of Privacy Act) Committee

I have been honoured to be invited to join the Southern Network FIPPA committee which is tasked with coordinating and developing responses to the various FIPPA requests that come to our attention. That legislation has tight time periods. Given the complexity of some of the requests that come our way, the relatively short turn-around times required by the legislation create some interesting challenges. The person that keeps us on track through the whole process is Cindy Myran. Without her able and cheerful assistance and support, this would be a painful and burdensome assignment. With her assistance and support, it is the opposite, and I look forward to continuing on that committee.

Assorted Legal Questions and Issues

From time to time, various matters of a legal nature arise, and I have been privileged to work with our CEO, Tara Petti, and the Southern Network legal counsel, John Harvie, and various other people on several interesting files.

Respectfully submitted,

Bert Crocker,
Senior Quality Assurance Specialist

Administrative Unit

It was another year of hard work and perseverance for our small, but dedicated Administrative Unit.

Every member excelled as a team player, showing just what a group is capable of when they really work together.

This past year, the Unit underwent a reorganization of duties and responsibilities. As well, we tackled a number of backlog issues and participated in several new trainings. The Unit is like a little family with some of the members having worked at the Southern Network for close to a decade. The Unit works together seamlessly and we are quick to assist each other when someone needs help.

In 2017/18, key activities included:

1. Reviewing current duties and procedures to streamline support to Units
2. Reviewing documentation regarding handling and storage to assist with data accessibility and time savings
3. Attending various training sessions to assist with new duties
4. Reassigning Administrative staff to specific Units

Based on a review, the Management Team concluded that a reorganization of the Administrative Unit would be beneficial. As a result, the staff members were reassigned to specific Units.

Reception Statistics

In 2017/18, the Southern Network received: 8,957 phone calls; 1,126 faxes; and 1,117 letters of correspondence. On average per month, the Southern Network received: 746 calls; 94 faxes; and 93 letters of correspondence.

Our Team



Gladys McKay



Karen Desjarlais

Education *and* Training



Kayla Guiboche

On April 1, 2017 the Education and Training Unit joined the Quality Assurance Team to provide a more robust training atmosphere.

At the same time, Kelly Wozney moved from the Service

Support Team to the Quality Assurance Team to support the Southern Network's vision for training. The training has been successful over this past fiscal year thanks to the experience and expertise of staff from various units. They have contributed, developed and delivered training as part of the new training plan.

The new training plan that was agreed upon at Agency Relations focuses on a Case Management Training Series geared towards front-line workers. The Case Management training series includes:

1. Orientation to Child Welfare (1 day)
2. SDM (3 day)
3. CFSA & Case Management Standards (4 day)
4. ADP (1 day)
5. Global Interviewing (2 day)
6. Case Documentation (1 day)
7. Child Maintenance (1 day)
8. Court Procedures Training (2 day)
9. Transitional Planning (2 day)
10. History of Residential Schools - Intergenerational Trauma (2 day)
11. Non-Violent Crisis Intervention Skills Training (2 day)
12. ASIST – Applied Suicide Intervention Skills Training (2 day)

Training will continue to be developed and offered for specific areas for our member Agencies which will include: Human Resources; Foster Care; Supervisor; and Finance and Administration. All of the training material has been placed on the Southern Network shared drive for our Agencies to access. This is to assist in building training capacity within our Agencies and to encourage them to deliver trainings on their own.

In 2017, the Southern Network implemented a new process where each agency was given a training budget based on the number of employed staff. Agencies can use their training dollars toward the creation and delivery of trainings as well as staff attendance to external training opportunities and conferences. All Agencies have taken advantage of this new process in order to meet specific agency recommendations and strategic planning goals.

The Southern Network continues to value the partnerships of the other 3 Authorities (Northern, Metis and General) and the Child and Family Services Division in the ongoing work of developing joint training initiatives. In doing so, the Authority representatives have shared their developed trainings with one another in order to fill in training gaps for front-line staff and assist in further training development.

Some of the highlights from the 2017/18 fiscal year are as follows:

Instructor Certification

To offer more cost effective training workshops, the Southern Network invested in instructor certification programs which allowed us to offer in-house training at a lower cost. In August 2017, Kelly Wozney attended the Non-Violent Crisis Intervention four-day instructor training program and over the last 8 months a total of 82 participants have been certified. Training sessions were held in Winnipeg, Brandon and Ashern.

In October 2017, Kelly Wozney and Whitney Moore were certified in Applied Suicide Intervention Skills Training (ASIST). ASIST is a two-day interactive

workshop in suicide first aid which teaches participants to recognize when someone may have thoughts of suicide and to create a plan that will support their immediate safety. A total of 52 participants have been trained in the Winnipeg, Dauphin and Brandon areas.

Child and Family Services Applications Training

The Child and Family Services Application (CFSA) is the computer system used by CFS staff to collect and manage information on cases and services provided to families. CFSA training is held at the CFS Division located at 777 Portage Avenue. During the 2017/18 fiscal year, a total of 327 Southern Network Agency staff completed CFSA training.

Competency-Based Training Program

The Competency-Based Training (CBT) Program is led by the Provincial Manager of Training and is guided in part by the Joint Training Team (Representatives from the four Authorities and the CFS Division). In 2017/18, the total attendance for the CBT sessions was as follows:

- Caseworkers Competency-Based Training – 325
- Supervisors Competency-Based Training – 78
- Child and Youth Care Workers Competency-Based Training – 46

Southern Network Specialized Training

In 2017/18, the Southern Network provided specialized training for 2,519 participants which include Southern Network staff, Agency staff, and foster parents.

We are proud to state that with the expansion of the Education and Training unit, we have been able to train over 1000 more participants from the last fiscal year.

Southern Network Education & Training Stats		
Specialized Training	# of Participants (16/17)	# of Participants (17/18)
Addictions	52	55
Administrative Support and Communications	80	221
Crisis Prevention	52	203
Critical Incident Stress Management	51	37
Cultural Awareness	77	315
Child and Youth Support	20	73
Domestic Violence	83	0
Family Enhancement	171	445
Fetal Alcohol Spectrum Disorder	93	15
Gang Awareness	20	29
Health and Safety	136	176
Investigating Child Abuse	89	130
Orientation to the CFS System	88	437
Suicide Intervention/Prevention	29	38
Standards	218	83
Strengthening Relationships	16	104
Legislation	20	28
Leadership Development	87	93
Attachment	10	5
Trauma	63	30
Other	4	2
TOTAL	1459	2519

Finance

Key Functions

Our Unit is responsible for the management of the major finance functions of the Southern Network. These include: monitoring and providing support to our member Agencies in the areas of financial accountability and reporting; and providing user support and funding.

Goals and Objectives

I would like to thank my great staff. They keep us moving on the road to success in achieving our goals and objectives:

- Addressing federal and provincial child welfare reforms
- Developing a financial reporting and accountability framework
- Developing and implementing a standardized accounting system for our member Agencies
- Obtaining proper funding for the Southern Network and our member Agencies to carry out their responsibilities
- Obtaining full ongoing funding of lease costs at 800 Adele, assigning the lease to another tenant and transferring programs and related funding to other funders
- Transferring pilot programs and/or programs which do not meet Southern Network priorities to third party funding sources

Key Activities in 2017/18

In 2017/18, the Finance Unit has had to adapt, overcome and move forward. Our Unit has undergone major changes in staff and the realignment of roles and responsibilities. Cynthia Richard (Accounting Clerk) has stepped up to the plate to act for Gladys McKay (Office Manager) who has been with the Southern Network since its inception in 2003. Trevor Mierke (Financial Comptroller) has taken on some of the Office Manager duties and has been with us since 2012. Brenda Harder (Financial Officer) retired in February 2018 to pursue her golfing dreams and had been working with us since 2015. She was hard to replace, but a search for a new Financial Officer was undertaken.

To say the least, 2017/18 was a year of dramatic

system change. It was driven by the ongoing transformation of the federal and provincial child welfare systems, including the responses by the federal government to various Canadian Human Rights Tribunal rulings and the Manitoba government developing a comprehensive plan that acts on the many outstanding reports and recommendations from sources, such as the Office of the Children's Advocate, the Truth and Reconciliation Commission, and Indigenous organizations.

On the federal side, our Unit provided extensive research and administrative support to the Regional Advisory Committee (RAC) in order to develop recommendations outlined in the report, "Development of a New Federal-Provincial Funding Model for First Nations Child and Family Services in Manitoba". The report was drafted by Dr. John Loxley through engagement sessions with our various stakeholders. Represented on the RAC are: Indigenous Services Canada (ISC); Manitoba Families (MF); the Assembly of Manitoba Chiefs (AMC); the Southern Chiefs' Organization (SCO); Manitoba Keewatinowi Okimakanak (MKO); the Southern Network and our member Agencies; and the Northern Authority and their member Agencies.

On the provincial side, our Unit participated in the following essential areas of reform:

- Funding for results through initiatives such as Block Funding pilots to Child and Family Services agencies that fund based on outcomes, rather than provide incentives for larger caseloads and longer stays in care; and
- Reforming legislation, which includes the creation of a legislative review committee to modernize The Child and Family Services Act and support a shift in practice.

As well, the Southern Network has been targeting and building financial capacity within our organization and with our member Agencies.

Other key activities in 2017/18 included the following:

- Developing the recommendations for "Theme 7 – Accountability:" to the legislative review committee to amend the current governance structure of Manitoba's CFS system, including legislation, funding arrangements and information systems, to meet the needs

- of children and families who require child and family services, particularly from an accountability perspective
- Ongoing development of budgets and provision of financial advice for the Restoring the Sacred Bond initiative
 - Working with Manitoba Families on a new Contribution Agreement including the related financial reporting requirements
 - Ongoing implementation of recommendations of the Strategic Plan Review report and financial review performed by Internal Audit and Consulting Services, including the ongoing development of a financial policies manual
 - Developing financial accountability and reporting frameworks for our member Agencies by:
 - Ongoing design of an analysis framework for reporting of agency results to Board and Management
 - Ongoing standardization of an interim financial statement template based on current financial reporting requirements
 - Working with Manitoba Families, the other Authorities and our member Agencies on the implementation of Block Funding
 - Participation in a Bi-Weekly Block Funding Committee with Manitoba Families, including the development of a subcommittee, the Child Maintenance Policy Advisory Committee to make revisions to the Child Maintenance Billings Manual, and dealing with other policy issues
 - Development of a Southern Network presentation on Block Funding, including the identification of risks and potential risk mitigation strategies with distribution and/or presentation to all Authorities, member Agencies (including attending six Board meetings), Manitoba Families and the RAC.
 - Working with our member Agencies to analyze and manage costs based on data provided by Manitoba Families
 - Ongoing development of a(n):
 - Centralized database for Child Maintenance Billings for data collection and analysis purposes, with the participation of other authorities
 - Case Transfer Policy for Block Funding in conjunction with other authority Chief Financial Officers
 - Readiness Assessment Tool for an Agency to self-assess its existing operational and financial risks
 - Authority specific Special Rates Policy for the Southern Network that sets guidelines to emulate standardized rates
 - Plan for the transfer of Child Maintenance Billings processes, including the responsibility for Block Funding to the Southern Network in recognition of its legislative mandate
 - Ongoing implementation of a standardized accounting system for our member Agencies by:
 - Standardization of financial reporting through the implementation of SAGE Intelligence;
 - Implementation of SAGE modules, including the Child Maintenance Billing Module, with a standard chart of accounts and related training plans for six agencies - capitalism Agencies; and
 - Ongoing development of best practices for child maintenance billings policies and procedures.
 - Securing proper funding for the Southern Network and our member Agencies to carry out their responsibilities including:
 - Providing support for the Regional Advisory Committee including preparation of the report, "Development of a New Federal-Provincial Funding Model for First Nations Child and Family Services in Manitoba" drafted by Dr. John Loxley for agency and Authority funding models based on their distinct needs and circumstances assessments and the AMC Regional Engagement Strategy report

- Ongoing sustainability of the IT infrastructure by:
 - Negotiating with Indigenous Services Canada to convert project funding to ongoing funding
 - Submission of the Child Welfare Case Management Solution Proposal to ISC and the Restoring the Sacred Bond initiative to Manitoba Families, including the required IT infrastructure for effective implementation
 - Pursuing other third party funding sources
- Directly advocating for restoration of funding reductions to the agency - capitalism Agencies funding model and Children's Special Allowance with Manitoba Families
- Obtaining proper funding of prevention programming by:
 - Working with Manitoba Families to obtain third party investor funding for the Restoring the Sacred Bond initiative through the Social Impact Bond process
 - Working with Indigenous Services Canada through the RAC to develop a process to allocate prevention funding for community based organizations in Manitoba
 - Providing support, funding and evaluation for development and implementation of Customary Care pilot projects at agencies - capitalism Agencies
- Resolving funding issues related to 800 Adele by:
 - Ongoing development of a formal agreement to have Manitoba Families to fully cover occupancy costs
 - Finding alternative uses for and showing of premises to prospective tenants
 - The successful transfer of the programs and related funding to Manitoba Families
- Ongoing transfer of the lease for the Golden Eagle program in order to transfer the funding agreement to Manitoba Families

Our Team



Ken Taylor



Trevor Mierke



Brenda Harder



Cynthia Richard



Highlights *from* Financial Statements

The 2017/18 audit was closed with a “clean” unqualified opinion. The financial position and results of operations reflect the:

- Ongoing strategy to update the existing IT infrastructure in order to facilitate the transfer of child maintenance, the development of a case management system and the implementation of the Restoring the Sacred Bond initiative; and
- The increased roles and responsibilities of the Southern Network in the delivery of services.

The Southern Network continues to actively pursue alternative funding sources to fund such increased expenditures.

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS:

NET DEFICIENCY:

Before Other Items:	(\$655,264)	Increase of 65%
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The deficit increase over the prior year was mainly due to:

- Loss of expected positional funding.
- Ongoing renewal of IT infrastructure as per future strategic requirements.
- Planned increase in training as part of a multi-year commitment to Agencies.

Excess (deficiency) of revenue over expenses	\$313,114	Increase of 218%
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Increase was the result mainly of net “other items” consisting largely of:

- Write off of unrealizable receivables.
- Loss on write off of capital assets.
- Recognizing Differential Response revenue previously written off.
- Deferred revenue recognition.

REVENUES AND EXPENSES:

Revenues (Total):	59,449,687	Decrease of .05%
Agency Grants:	51,928,158	Increase of 3%
Revenues (Network):	7,521,529	Decrease of 18%

Southern Network decrease is largely due to:

- Responsibility for Adele programming transferred directly to third party provider.
- Loss of expected positional funding.
- Deferred revenue recognition.

Agency increase is directly related to increases in children in care.

Expenses: \$7,768,755 Decrease of 15%

Decreases largely the result of:

- a. Responsibility for Adele programming transferred directly to third party provider.
- b. Implementation of expenditure management strategies.
- c. Various programming and one-time costs that were incurred in the prior year

Working Capital

The Net Working Capital is \$ 436,881 versus (\$60,904) for prior year.

Increase mainly due to:

- a. Implementation of cash flow management strategies (such as leasing and rent arrangements).
- b. Recognition of deferred revenue.

Deferred Revenue:

	2017/18	2016/17
Includes:		
CFSIS Data Entry Clerk		
Agency	558,954	558,954
Southern Network		86,743
FASD Program		
Agency	62,520	17,711
Southern Network		49,001
Age of Majority		
Agency	48,096	42,032
Southern Network	82,754	150,219
Customary Care		
Agency	17,500	33,750
Southern Network	72,598	116,650
TOTAL:	\$842,422	\$1,055,060

Strategic Planning Priorities

In 2017, the Southern Network Board of Directors approved the following Strategic Planning Priorities.

1. Build on our cultural foundation, not a mainstream child welfare foundation.
2. Adopt, support and promote a customary care model, focused on programming that prevents the break-up of our families.
3. Improve our communication with clients, partners and political leadership in order to build trust and collaboration, and to promote our brand.
4. Forge new and more effective funding arrangements.

Going forward, these priorities will continue to guide the work of the Southern Network.



APPENDIX I: Province-Wide Services

Region	Designed Intake Agency	Service Provider (Agency) for the Southern First Nations
Southern First Nations	Each First Nation Agency	<ul style="list-style-type: none"> The First Nation agency providing services to the respective First Nation (on-reserve)
Western Manitoba	CFS of Western Manitoba	<ul style="list-style-type: none"> DOCFS provides services to their community members DOCFS provides services to other southern First Nations community members with the exception of West Region DOCFS provides services to others who choose the Southern Network SBCFS provides services to their community members and members of Dakota Plains First Nation WRCFS provides services to their community members
Central Manitoba	CFS of Central Manitoba	<ul style="list-style-type: none"> DOCFS provides services to their community members DOCFS provides services to other southern First Nations community members with the exception of West Region DOCFS provides services to others who choose the Southern Network SBCFS provides services to their community members and members of Dakota Plains First Nation WRCFS provides services to their community members
Parkland Region (South of Swan River)	Metis CFS	<ul style="list-style-type: none"> WRCFS provides services to their community members WRCFS provides services to other southern First Nations (River) community members WRCFS provides services to others who choose the Southern Network WRCFS provides services to Northern Authority families under agreement with the Northern Authority
Parkland Region (North of Swan River)	Metis CFS	<ul style="list-style-type: none"> Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose Southern Network



Service Delivery System

Region	Designed Intake Agency	Service Provider (Agency) for the Southern First Nations
Interlake Region (except the towns of Selkirk and Stonewall)	ACFS, ICFS, Peguis, Interlake Region each within a specific geographic boundary	<ul style="list-style-type: none"> • Peguis CFS and ICFS provide services for their community members • ACFS provides services to their community members • ACFS provides services to other southern First Nations community members who choose Southern Network • ACFS provides services to others who choose the Southern Network • ACFS provides services to Northern Authority families under agreement with the Northern Authority
Town and Selkirk and Stonewall	Interlake Region	<ul style="list-style-type: none"> • Each southern First Nation CFS Agency provides services to their community members through their Winnipeg offices with the exception of DOCFS • Sagkeeng CFS provides services for DOCFS • Animikii Ozoson provides services to other families who choose Southern Network
Eastman Region	Eastman Region	<ul style="list-style-type: none"> • SECFS provides services to their community members • Sagkeeng CFS provides services to their community members • Sagkeeng CFS provides services to other southern First Nations community members who have chosen Southern Network • Sagkeeng CFS provides services to other families who choose Southern Network • Sagkeeng CFS provides services to Northern Authority families under agreement with the Northern Authority
Norman Region	Cree Nation CFS	<ul style="list-style-type: none"> • Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose Southern Network
Thompson Region	Nisichawayasihk Cree Nation FCWC	<ul style="list-style-type: none"> • Service Agreement with the Northern Authority to provide services through Nisichawayasihk Cree Nation FCWC for families who choose Southern Network
Winnipeg	All Nations Coordinated Response Network (ANCR)	<ul style="list-style-type: none"> • Each Southern First Nation CFS Agency provides services to their community members • Animikii Ozoson CFS provides services to First Nations people from Ontario and to others who choose the Southern Network.

Appendix II: Acronyms List

ADP	Authority Determination Process
AHU	After Hours Unit
AJI-CWI	Aboriginal Justice Inquiry - Child Welfare Initiative
AMC	Assembly of Manitoba Chiefs
ANCR	All Nations Coordinated Response Network
ASIST	Applied Suicide Intervention Skills Training
BEB	Band Employee Benefits
CART	Collaborative Authority Resource Team
CEO	Chief Executive Officer
CFS	Child and Family Services
CFSA	The Child and Family Services Act
CFSAA	The Child and Family Services Authorities Act
CFSIS	Child and Family Services Information System
CIC	Child(ren) in Care
COA	Change of Authority
CSA	Children's Special Allowance (e.g., Child Tax Benefit)
DR	Differential Response
DLW	Designated Level Worker
ED	Executive Director
EOS	Extension of Service
EPR	Emergency Placement Resources
EPS	Expectant Parent Services
FASD	Fetal Alcohol Spectrum Disorder
FE	Family Enhancement
FH	Foster Home (includes foster homes; specialized foster homes)
FIPPA	The Freedom of Information and Protection of Privacy Act
FN	First Nation

HR	Human Resources
IAR	Internal Agency Review
IDSC	Interdisciplinary Studies Certificate
ISC	Indigenous Services Canada
IRAP	Individual Rate Adjustment Protocol
IT	Information Technology
MKO	Manitoba Kewatinowi Okimakanak
MOU	Memorandum of Understanding
NOM	Notice of Maternities
OCA	Office of the Children's Advocate
ONP	Other Non-Paid Care (e.g., health facility; correctional facility; reunification in own home; non-paid care with relatives)
OPR	Other Paid Resource (e.g., places of safety; independent living; out of province placements)
PHIA	Personal Health Information Act
PIDA	Public Interest Disclosure Act (Whistleblower Protection)
POS	Place of Safety
PW	Permanent Ward
QA	Quality Assurance
RAC	Regional Advisory Committee
RC	Residential Care (includes group homes; treatment centres; group care arrangements)
SAP	Selected Adoption Placement
SCO	Southern Chiefs' Organization
SDM	Structured Decision Making
SIR	Special Investigation Review
TW	Temporary Ward
VLAN	Virtual Local Area Network
VoIP	Voice over Internet Protocol



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